

U.S. Fish and Wildlife Service
STATE OF THE AGENCY
EEO Program MD-715 Status Report



For Fiscal Year 2018

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MD-715 Parts A Through E

Part A - Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code	Agency Code	FIPS Code
U.S. Department of the Interior (DOI)	U.S. Fish and Wildlife Service (FWS)	1849 C Street, N.W.	Washington	DC	20240	IN15	1448

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	7578	916	8494

Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name	Title
Head of Agency	Margaret Everson	Principal Deputy Director, Exercising the Authority of the Director
Head of Agency Designee	James W. Kurth	Deputy Director

Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
Principal EEO Director/Official	Inez Uhl	EEO Director	0260	GS-15	703-358-2396	Inez_Uhl@fws.gov
Affirmative Employment Program Manager	Julia Bumbaca	Diversity Program Manager	0260	GS-14	703-358-2349	Julia_Bumbaca@fws.gov
Complaint Processing Program Manager	Ronald Niemann	EEO Complaints Manager	0260	GS-14	703-358-2194	Ronald_Niemann@fws.gov
Diversity &	Julia	Diversity	0260	GS-14	703-358-2349	Julia_Bumbaca@fws.gov

EEO Program Staff	Name	Title	Occupational Series	Pay Plan and Grade	Phone Number	Email Address
Inclusion Officer	Bumbaca	Program Manager				
Hispanic Program Manager (SEPM)	Julia Bumbaca	Diversity Program Manager	0260	GS-14	703-358-2349	Julia_Bumbaca@fws.gov
Women's Program Manager (SEPM)	Julia Bumbaca	Diversity Program Manager	0260	GS-14	703-358-2349	Julia_Bumbaca@fws.gov
Disability Program Manager (SEPM)	Julia Bumbaca	Diversity Program Manager	0260	GS-14	703-358-2349	Julia_Bumbaca@fws.gov
Special Placement Program Coordinator (Individuals with Disabilities)	Bill Fuller	Accountability Officer	0201	GS-14	703-358-2367	Bill_Fuller@fws.gov
Reasonable Accommodation Program Manager	Julia Bumbaca	Diversity Program Manager	0260	GS-14	703-358-2349	Julia_Bumbaca@fws.gov
Anti-Harassment Program Manager	Rebekah Giddings	Deputy Assistant Director for Budget, Planning and Human Capital	0201	GS-15	703-358-2525	Rebekah_Giddings@fws.gov
ADR Program Manager	Ronald Niemann	EEO Complaints Manager	0260	GS-14	703-358-2194	Ronald_Niemann@fws.gov
Compliance Manager	Ronald Niemann	EEO Complaints Manager	0260	GS-14	703-358-2194	Ronald_Niemann@fws.gov
Principal MD-715 Preparer	Hector Zarate	EEO Specialist	0260	GS-12	703-358-2003	Hector_Zarate@fws.gov

Part D.1 – List of Subordinate Components Covered in this Report

Please identify the subordinate components within the agency (e.g., bureaus, regions, etc.).

If the agency does not have any subordinate components, please check the box.

Subordinate Component	City	State	Country (Optional)	Agency Code	FIPS Codes
Region 1	Portland	OR		IN1501	1448
Region 2	Albuquerque	NM		IN1502	1448
Region 3	Bloomington	MN		IN1503	1448
Region 4	Atlanta	GA		IN1504	1448
Region 5	Hadley	MA		IN1505	1448
Region 6	Denver	CO		IN1506	1448
Region 7	Anchorage	AK		IN1507	1448
Region 8	Sacramento	CA		IN1508	1448
Headquarters	Falls Church	VA		IN1509	1448

Part D.2 – Mandatory and Optional Documents for this Report

In the table below, the agency must submit these documents with its MD-715 report.

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	Yes	
EEO Policy Statement	Yes	
Strategic Plan	Yes	
Anti-Harassment Policy and Procedures	Yes	
Reasonable Accommodation Procedures	Yes	
Personal Assistance Services Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	

In the table below, the agency may decide whether to submit these documents with its MD-715 report.

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	Yes	
Diversity and Inclusion Plan under Executive Order 13583	Yes	
Diversity Policy Statement	Yes	
Human Capital Strategic Plan	Yes	
EEO Strategic Plan	Yes	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

PART E

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL
EEO PROGRAM STATUS REPORT

U.S. FISH AND WILDLIFE SERVICE

For period covering October 1, 2017 to September 30, 2018

EXECUTIVE SUMMARY



"The Service has long understood that our country is constantly transforming—how we interact with each other, the ways we connect with nature, and our ever-diversifying backgrounds. As a Service we must continue to find and create new ways to embrace, celebrate, and benefit from these differences as we welcome the next generation of conservationists. The diversity of our workforce is a key ingredient in remaining vital to the American public and fulfilling our conservation mission."

—Margaret Everson, Principal Deputy Director
Exercising the Authority of the Director,
U.S. Fish and Wildlife Service

Part E.1 - Executive Summary: Mission

The U.S. Fish and Wildlife Service (FWS) is the principal Federal agency responsible for conserving, protecting, and enhancing fish, wildlife, and plants and their habitats for the continuing benefit of the American people. Here are a few of the ways we work to meet our mission:

- Enforce federal wildlife laws;
- Protect endangered species;
- Manage migratory birds;
- Restore nationally significant fisheries;
- Conserve and restore wildlife habitat such as wetlands;
- Help foreign governments with their international conservation efforts;
- Distribute hundreds of millions of dollars, through our Wildlife & Sport Fish and Restoration Program, in excise taxes on fishing and hunting equipment to State fish and wildlife agencies.

Part E.2 - Executive Summary: Essential Elements A – F

- A. Demonstrated commitment from agency leadership;
- B. Integration of EEO into the agency's strategic mission;
- C. Management and program accountability;
- D. Proactive prevention of unlawful discrimination;
- E. Efficiency; and
- F. Responsiveness and legal compliance.

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.

Policies: The EEO Non-Discrimination Policy and the annual Director's Memorandum on Mandatory Equal Employment Opportunity and Diversity Training for managers, supervisors, and employees were issued. In addition, in FY 2018, FWS made significant updates to the following:

- **Anti-Harassment:** FWS developed an action plan that addresses the challenges of creating a respectful workplace environment. The action plan is based on the Department of the Interior (DOI)'s workplace environment survey, which assessed employee attitudes and perceptions of harassing behaviors experienced within the work environment. Based on the results of the survey, the Deputy Director convened the Directorate Anti-Harassment Team (DAHT) that meets monthly to implement and assess the actions that FWS developed to eliminate harassing conduct. In monitoring and executing the items in the anti-harassment action plan, the DAHT produced a video from the Director's Office that went out to all employees to address workplace culture and explain the no-tolerance policy; launched a hotline to facilitate the reporting of harassment; expanded the lines of communication among employees at all levels of the organization; generated and distributed a fact sheet to reinforce the availability of the hotline and the responsibilities of all employees under DOI's Personnel Bulletin; and, monitored harassment allegations across FWS. As a result, FWS employees are held more accountable for harassment in the workplace.
- **Personal Assistance Services (PAS) Procedures:** The EEOC amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 requiring all Federal Agencies to provide Personal Assistance Services (PAS) beginning on January 3, 2018. FWS met this deadline with an all employee message issued on December 13, 2017 that included a fact sheet for new Personal Assistance Services procedures and a requirement that all managers and supervisors complete one hour of Reasonable Accommodations/Personal Assistance Services training in FY 2018. FWS deployed training for all employees that included webcasts conducted by EEOC and online training on InsideFWS.

Executive Diversity Committee (EDC): The EDC consists of five Senior Executive Service members. In addition, the FWS Deputy Director, the EEO Director, the Deputy Assistant Director of Budget, Planning, and Human Capital, the Human Resources Senior Advisor, and the Chair, FWS Deputies Group all serve as ex-officio members. The EDC provides leadership in the development and implementation of strategic initiatives to enhance diversity and inclusion efforts.

Directorate Meetings: The Deputy Director emphasizes the priority of issues related to diversity and inclusion (D&I) at quarterly Directorate meetings. The Directorate evaluates progress on the implementation of the provisions in the MD-715 and the Diversity and Inclusion Implementation Plan (DIIP). The Directorate continued to discuss statistical reports on the demographic composition of the workforce which is generated monthly.

Diversity Joint Venture: FWS continued to provide leadership for the management 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. Under the guidance of the Deputy Director, the DJV identified ten key activities for implementation. The DJV Partners formed working groups to carry out the activities that include: developing a communication strategy, best practices for recruitment, promoting inclusion in the workplace, conservation career lesson plans, and creation of the DJV website. Of particular note, the DJV developed an online platform with content that provides job related resources for college students, professionals, and employers to promote diversity in the conservation workforce (<https://diversityinconservationjobs.org/>).

National Hiring Program: FWS developed a centralized national hiring program that enables the agency to reach a highly qualified diverse applicant pool. Panels for the interview and selection processes are key components of this program. While FWS did not conduct a national hiring event in FY 2018, two national hiring events are scheduled for FY 2019. Highlights of program preparation for implementation include:

- **Vacant Position Tracking System (VPTS):** The FWS Deputy Director personally reviews vacant positions in order to enhance national recruitment and retention strategies before vacancies are announced. This is possible as a result of a centralized database that eliminates redundancies and inconsistencies encountered in workforce planning and aids in the development of national recruitment strategies.
- **Consolidated National Recruitment Team:** FWS Recruiters were consolidated to operate as one national recruitment team under a national recruitment program manager to implement outreach strategies that will impact diversity outreach efforts FWS-wide. Early successes include increased quality and efficiency of the employer brand. The national recruitment team developed a database which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups. FWS now speaks to contacts in this database and to external candidates with centrally vetted messages.
- **Targeted Recruitment Team (TRT):** Each of the FWS' eight regions identified key program managers to serve on the national Targeted Recruitment Team (TRT). Members of the TRT have been tasked to work with the national recruitment team. The TRT was established to involve managers and supervisors in the development and implementation of strategies to conduct targeted recruitment for the purpose of increasing applicants from low participation groups based on statistical data in the 400 series.
- **20 Partnership Universities:** FWS conducted research on data retrieved from the U.S. Department of Education National Center for Education Statistics that resulted in the selection of 20 partnership universities. The number of degrees conferred to minority students over a four-year period in relevant majors in professional biology (400) series is a main factor in the selection methodology. FWS initiated a process to form a national targeted recruitment team which will develop long-term relationships with the 20 partnership universities.
- **Workforce Participation Goals:** The ODIWM statistician provides leadership with reports on the demographic composition of the workforce that highlight the importance of each selection to broaden the understanding of realistic workforce participation goals.
- **Continuous Improvement Model:** The national hiring process serves as a blueprint for continued improvements in workforce planning. Due to hiring restrictions, FWS did not conduct a national hire in FY 2018, however, two are projected for FY 2019.
- **Organizational Accountability:** Managers, supervisors, and project leaders are accountable for developing long-term partnerships with colleges and universities and for conducting a centralized recruitment and hiring approach for the mission biology (400) series.

Diversity Change Agents (DCA): The Deputy Assistant Director, International Affairs serves as the lead for the DCA program, this includes leading national meetings throughout the year for collaborating on implementation of best practices, providing training, and presenting recommendations to the Directorate on DCA initiatives.

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION

This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.

Strategic Program Optimization and Reporting Structure for ODIWM: The EEO Director is under the direct supervision of the agency head and reports to the Deputy Director for Operations. The EEO Director meets with the Deputy Director regularly to provide briefings on the EEO program. She is an ex-officio member of the Executive Diversity Committee and the Directorate Anti-Harassment Team. In FY 2018, the FWS Deputy Director assigned the EEO Director to the Deputies Group which has the responsibility of carrying out duties of Chief Operating Officers for the FWS. The EEO Director is involved in, and consulted on, management/ personnel actions.

In FY 2018, all regional EEO staff realigned to one national program in ODIWM. The realignment of all staff under the EEO Director allows FWS to develop a national enterprise approach to enhance capabilities and generate capacity in the management of equal employment opportunity, affirmative employment, public civil rights, and D&I functions. The newly integrated operation mitigates vacancy risks, capability gaps, and ensures "ready now" is deployed for pivotal roles across the organization. The Deputy Director ensured the strategy addressed external budget constraints and provided a framework for optimizing the ability to meet and exceed the quality, quantity, and timeliness of ODIWM's mission-support operations now and in the future.

Program Funding: The FWS Deputy Director continued to provide the appropriate level of funding for program operations and staff to implement the EEO, AEP, Public Civil Rights, and Diversity and Inclusion functions in accordance with EEOC and DOJ requirements.

Funding for Programs that Maximize Hiring Flexibilities and Entry-Level Workforce Planning: In FY 2018, funds continued to be allocated to support the following programs:

- **Directorate Resource Assistant Fellows Program (DFP):** FWS sponsored the fourth year of the DFP in compliance with the Direct Hiring Authority authorized under DOI Personnel Bulletin No. 12-15. The 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, which enhances FWS' ability to achieve a more diverse workforce through targeted recruitment.
- **Career Discovery Internship Program (CDIP):** FWS leadership continued their support of regional participation in the Student Conservation Association's (SCA) Career Discovery Internship Program. FWS partners with SCA to provide internships for students at FWS field stations throughout the country to help build the next generation of conservation leaders.

Funding for Targeted Recruitment Events: The national recruitment team maintained relationships with professional organizations through attendance at regional and national conferences. In FY 2018, FWS participated at the following events:

- Minorities in Agricultural & Natural Resources Related Sciences (MANRRS) (National and Regional Clusters).
- League of United Latin American Citizens (LULAC).
- American Indian Society for Engineering and Science (AISES).
- Society of Asian Scientists & Engineers (SACE).
- Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS).
- Conference on Asian Pacific American Leadership (CAPAL).

Funding for Partnerships and Outreach Events: FWS leadership funded other partnerships, events, training, and outreach efforts. Some examples are listed below:

- FWS continued its partnership with the Director for Leadership Development Programs, UNCF-Gates Millennium Scholars Program (GMS) and the Director, Gates Millennium Scholars Program at the Asian Pacific Islander American Scholarship Fund. This partnership has provided a network to conduct targeted recruitment to reach Asian interns and alumni. FWS conducted a webinar to reach Asian students and provide information on recruitment for the Direct Hire Authority for Resource Assistant Intern Programs (DHA) under the Public Land Corps Act. FWS considered individuals enrolled in an institution of higher education with particular attention given to women and participants from historically Black, Hispanic, Asian Pacific Islander and Native American schools and other schools with a diverse population.
- FWS involved partners such as the Hispanic Access Foundation, Honored American Veterans Afield, Phi Beta Sigma, Rivers of Recovery, Student Conservation Association, and Zeta Phi Beta, in the planning and coordination of special emphasis monthly observances. This helped increase awareness and appreciation within FWS of the value of reaching and engaging diverse stakeholders to fulfill the organizational mission.
- In partnership with the Zeta Phi Beta Sorority (Zeta), FWS coordinated and promoted *Zeta Days at the Refuge*, an initiative that encourages members of the Sorority to visit national wildlife refuges to enjoy the outdoors and learn about wildlife conservation. Approximately 400 adults and children from 23 local chapters visited 20 refuges. A joint communications effort by FWS and Zeta served to highlight Zeta chapters participating in outdoor activities and events as well as to increase awareness among all Zeta chapters of outdoor recreational opportunities available on refuges. To promote social media associated with the *Zeta Days at the Refuge* initiative, FWS secured a Zeta intern through the Student Conservation Association. The Zeta intern authored the very successful *Doves in the Wild* blog series and *Vlog*, the first social media series produced by an African American and posted by FWS to highlight FWS programs and opportunities among African Americans.
- In partnership with Phi Beta Sigma Fraternity (Sigma), FWS coordinated multiple refuge visits. FWS staff engaged with approximately 200 adults and youth in a wide range of recreational and educational activities.
- In partnership with Urban American Outdoors, FWS coordinated Urban Kids Fishing Derbies in cities across the country. The Urban Kids Fishing Derbies engaged approximately 1,000 kids in fishing as well as educational activities related to wildlife and environmental conservation.
- In partnership with the White House Initiative on Historically Black Colleges and Universities (WHI-HBCUs), FWS shared funding, internship and employment opportunities with faculty and staff at all 101 HBCUs across the country, enabling FWS to significantly expand its reach. In addition, with support from the WHI-HBCUs, FWS identified the top HBCUs with wildlife conservation programs for a partnership between FWS, U.S. Geological Survey (USGS), American Fisheries Society and the Wildlife Society; the partners are working together to promote diversity in the fish and wildlife conservation fields.
- In partnership with the Cesar Chavez Public Charter Schools for Public Policy, FWS piloted within headquarters the Cesar Chavez Fellows Program, providing two junior-level high school students with an opportunity to see how their skills and values can help shape the world through public policy and service. By introducing students to Service programs and career opportunities, the Fellows Program contributes to developing future conservationists.
- FWS supported a partnership with the Conference on Asian Pacific American Leadership (CAPAL). FWS participated in CAPALs Career Fairs and conducted Conservation Career Symposia for CAPAL interns interested in public service careers to reach Asian students in undergraduate and graduate conservation programs in natural resource and wildlife management. FWS recruiters provided information about careers in FWS, how to prepare a Federal resume, and navigate USA Jobs. An FWS biologist participated in the 2018 CAPAL

Washington Leadership Program session. The theme for the session was "Preservation through Perseverance" and the focus was on how the Asian American, Native Hawaiian, and Pacific Islander (AANHPI) communities can advocate for environmental justice on behalf of their communities by examining past and present environmental movements. FWS made a presentation on the work of a Volunteer Coordinator and provided insight on how students could get involved in the volunteer program. This presentation was an excellent source of outreach and brought great exposure for FWS to students who were unaware of what AANHPI members could do to get involved in conservation.

- The national recruitment team continued to conduct Conservation Careers Symposia (CCS) at targeted institutions of higher education for undergraduate and graduate college students interested in public service careers in natural resources and wildlife management.

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.

- **SES EEO and Diversity Advocacy Performance Critical Element:** In FY 2018, FWS developed a new EEO and Diversity advocacy performance critical element that was included in all SES performance appraisals. The new performance element evaluates commitment to agency EEO policies and principles and participation in the EEO program. Directorate members are held accountable for communicating responsibilities to subordinate managers and supervisors to ensure they have a clear understanding of expectations.
- All supervisors and managers have a critical element regarding EEO and Diversity in their performance standards. Supervisors and managers are evaluated on compliance with these standards. The EEO Director and EEO staff are also evaluated on ensuring compliance.
- FWS received no findings of discrimination in FY 2018.
- FWS ensured full and prompt compliance with the terms of settlement agreements that were reached in FY 2018. Once settlement agreements were finalized, the EEO Director issued execution and compliance letters to all responsible officials and tracked compliance.
- The Human Resource Office (HR) ensured that performance reviews and expectations for senior level executives, managers, and supervisors, include a performance element that supports the Department of the Interior's EEO and Diversity mission.
- In FY 2018, FWS continued to require all supervisors and managers to take a minimum of four hours of EEO training (one of which is on Reasonable Accommodations/Personal Assistance Services) and four hours of Diversity training annually. Additionally, in FY 2018, FWS continued to require all employees to take two hours of EEO training and two hours of Diversity training. These training requirements for employees, supervisors and managers are in addition to the biennial requirement to complete training required pursuant to the No FEAR Act.

Essential Element D: PROACTIVE PREVENTION

This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.

- FWS established an organization-wide Barrier Analysis Team (BAT) for the second year in a row to conduct an in-depth examination of barriers pertaining to recruitment, hiring, and retention of women, minorities, and persons with disabilities at FWS. The work of the BAT builds on previous data analyses of workforce processes conducted by FWS. The BAT generated a report examining barriers to workforce diversity with the goal of determining why workforce data anomalies persist despite continued implementation of initiatives to increase diversity. The BAT also explored how these initiatives can be better branded to improve their reception by all FWS employees. The BAT analyzed information using their own experiences as FWS employees representing administrative and resource management programs.
- The BAT used the following sources of information for trigger identification: workforce data, complaint/grievance data, exit surveys, employee climate surveys, focus groups, interviews, and external reports.
- FWS utilizes the Federal Employee Viewpoint Survey (FEVS) to monitor the perception of EEO principles within the workforce. In FY 2018, the Deputy Director, FWS shared detailed results of the most recent FEVS results with all employees. FWS set new records in FY 2018 for participation, with more than 62% of permanent employees completing the survey. Since 2014, participation is up 9%.
- FWS followed the Department of the Interior's (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.
- FWS employs a Reasonable Accommodation Coordinator to assist individuals and to provide guidance and assistance on the Reasonable Accommodation Process.
- FWS developed a Plan for providing Personal Assistance Services (PAS) in accordance with the January 2017 regulations, amending Section 501 of the Rehabilitation Act.
- EEO staff facilitated on and off-site training through webinars and teleconferencing for supervisors and managers. Training included D&I, Diversity Management, Special Hiring Authorities, Diversity Change Agent Training, Disability Sensitivity, MD-715 Barrier Analysis Training, EEO Laws and Regulations, Disability Awareness, Reasonable Accommodations/ Personal Assistance Services, Prevention of Sexual Harassment, Alternative Dispute Resolution, Reprisal, Communicating Across Generations, Civil Treatment for Leaders, Civil Treatment for Employees, EEO complaints and a one-day training program on Diversity/EEO/Ethics and Barrier Analysis.
- FWS has an Anti-Harassment Policy that: (1) informs employees as to what type of behavior is prohibited and the steps to take if faced with a harassment situation; (2) provides for multiple avenues of redress, not just 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.

Essential Element E: EFFICIENCY

This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.

- FWS has an efficient, fair, and impartial complaint resolution and adjudication process under the management of the EEO Director. When it is determined that there is a conflict of interest, the complaint is forwarded to the Departmental Office of Civil Rights for processing.
- ODIWM is kept separate from the Office of the Solicitor or other agency offices having conflicting or competing interests.
- FWS has an Alternative Dispute Resolution (ADR) program that facilitates the early, effective, neutral, efficient, and informal resolution of disputes. Managers and supervisors are required to participate in ADR when mediation is elected by a complainant.
- In FY 2018, ADR participation improved to 57%, up from 27% the year before (See 462 Report Part X). This is above EEOC's goal of 50%. The improvement is attributed to the creation of a survey to target individuals who declined ADR; tracking ADR participation rates; and, utilization of the ADR Fact Sheet to communicate the benefits of ADR.
- FWS tracked complaint information through the Department's complaint tracking system (iComplaints). FWS also manually tracks complaints using a computerized complaint log to provide live updates of complaint status.
- FWS has sufficient staffing, funding, and authority to achieve the identification and elimination of barriers.
- FWS uses full-time permanent counselors and contract counselors, as needed. Work performed by the counselors is monitored for technical accuracy and to ensure timeframes are met. If the work by a contract counselor is not completed in the specified timeframes, FWS negotiates costs to reflect a reduction due to the delay.
- FWS employs a Public Civil Rights and Accessibility function in ODIWM to improve accessibility at FWS facilities. The PCR team also responds to complaints about access to FWS facilities, and works closely with the Regions and Program offices.
- In FY 2018, FWS committed to providing accessibility at FWS facilities and ensuring the accessibility data and reports are managed efficiently. Accessibility data and reports are collected from FWS Refuges Program. Additionally, FWS is continuing to develop an accessibility module in the Service Asset Management Inventory (SAMI) system. This will improve efficiency in managing the Federally Conducted Program and enhance visitors' experience, safety, and enjoyment of FWS facilities within the national wildlife refuge system.

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

FWS has a system in place to ensure that officials comply promptly with any orders or directives issued by EEOC, the Department of the Interior, and all other adjudicatory bodies with jurisdiction over EEO laws. There were no findings of discrimination in FY 2018.

Part E.3 - Executive Summary: Workforce Analyses

Summary of Analysis of Workforce and Program Improvements

In FY 2018, diversity outcomes for FWS were disappointing. The participation of White men in the permanent workforce sharply increased, while the participation of women and minorities sharply decreased. The participation of women and of Black or African Americans was especially hard hit.

Black or African Americans and Asians were hired in numbers which were significantly below their availability in the CLF in the occupations filled, while White men were hired in numbers which were significantly above their participation. All other RNO/gender groups were hired in numbers which were consistent with their availability in the CLF.

All RNO/gender groups except Black or African American women and American Indian or Alaska Natives left FWS in numbers which were consistent with their participation in the permanent workforce at the beginning of the fiscal year. Significantly more Black or African American women and significantly more American Indian or Alaska Natives left than would have been expected based on an equal probability statistical model.

The backdrop for these changes was a permanent workforce which shrunk by 462 permanent positions (-5.7%). In FY 2018, 743 permanent employees left FWS, while only 293 were hired.

FWS reduced the initial grades for many of its administrative and professional vacancies, effectively making them developmental to increase the number of applicants from qualified members of low-participation groups. Sixty-nine percent (69%) of outside hires in administrative and professional vacancies were filled at developmental grades.

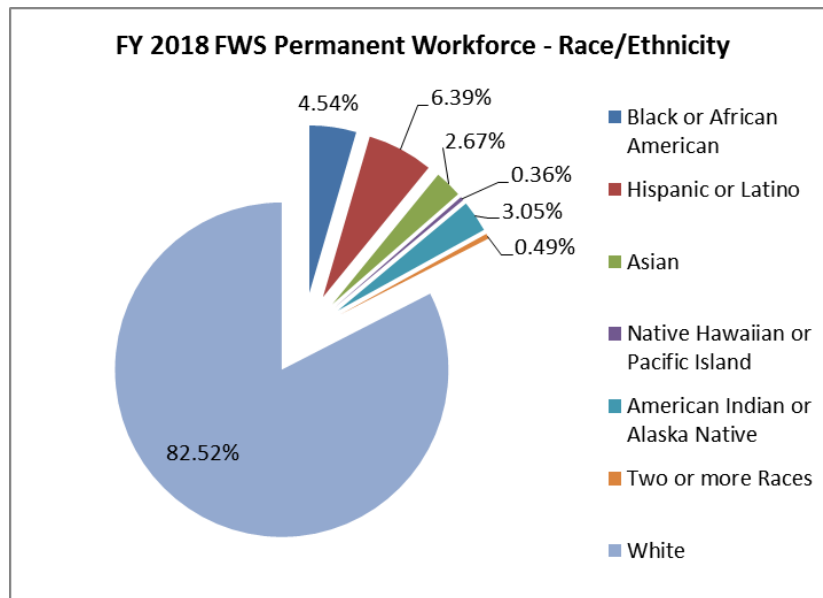


Figure 1. FWS Permanent Workforce by Race/Ethnicity in FY 2018.

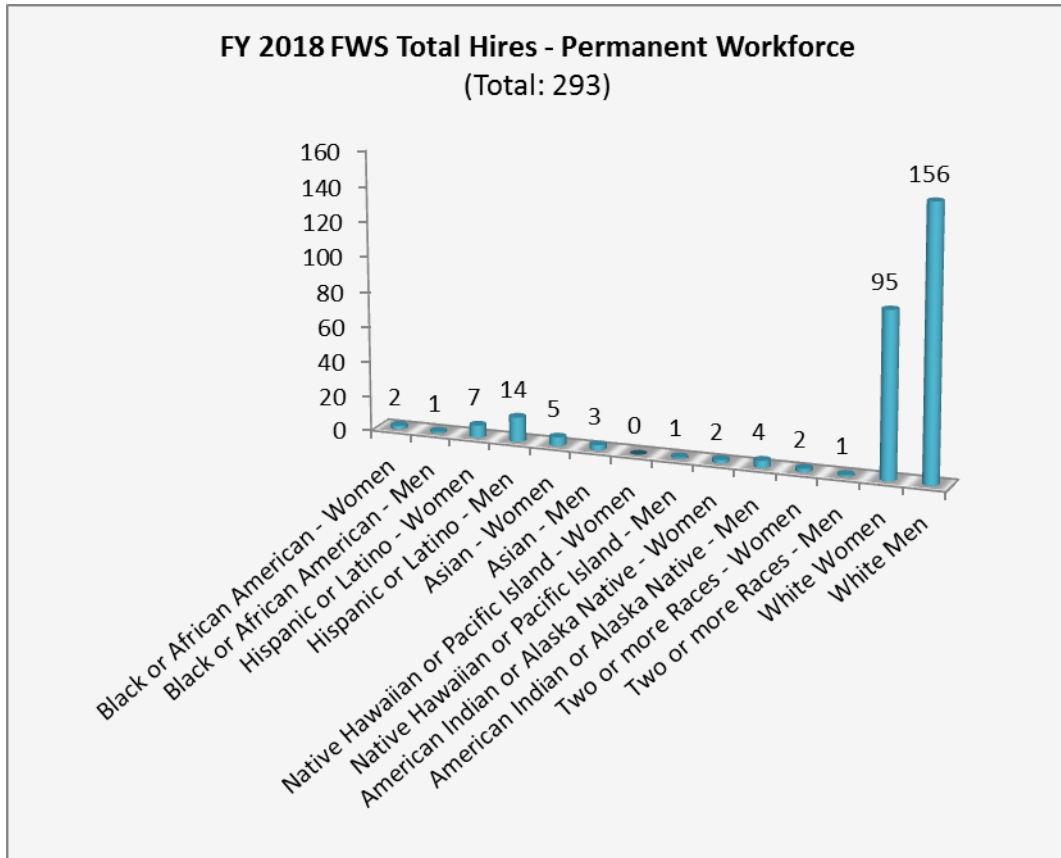


Figure 2. Total Hires by Race/Ethnicity and Gender in Permanent Workforce in FY 2018.

Professional Biology Occupations:

Professional biologists constitute 45% of FWS permanent workforce and 61% of its senior positions (GS-13 and above). Thus, the diversity of the professional biology workforce today is central to the diversity of FWS leadership tomorrow and to the diversity of the organization as a whole.

The participation of women, of Black or African American men, and of Asian men in FWS professional biology workforce is low when compared to their participation in similar occupations in the CLF. Outcomes of efforts to improve this low participation in FY 2018 were mixed. The participation of Black or African American men and of Asian women increased, while the participation of White women decreased.

In FY 2018, FWS hired 109 Professional Biologists from outside and competitively selected another 15 from other occupations to fill professional biology positions. Of these 124 hires, 43.5% were in the low-participation groups, which is significantly below their 51.5% participation in the CLF.

In professional biology, all RNO/gender groups except Asian women left FWS in numbers which were consistent with their participation in the professional biology workforce at the beginning of the fiscal year. In contrast, none of the 43 Asian women left FWS therefore, failure to increase participation for many of these low-participation groups appears to be largely attributable to shortfalls in accessions.

To increase the opportunity to recruit qualified members of low-participation groups, in FY 2018 FWS appointed 82 professional biologists to entry-level developmental positions, constituting 66.1% of the total of outside hires and competitive internal selections in these occupations. The only Black or African American man hired, six of the seven minority women hired, and 34 of the 45 White women hired in these occupations were appointed to developmental positions. Looked at differently, White women constituted 41.5% of developmental appointments vs. 36.3% of all appointments, and other low-participation groups constituted 8.5% of developmental appointments vs. 7.3% of all appointments.

In the past, in addition to targeted recruitment, FWS has employed a variety of special-appointment authorities to fill these entry-level developmental biology positions, chiefly the Pathways Internship and the Directorate Resource Assistant Fellows Programs. In FY 2018, only three Pathways biology interns were appointed (two White women and one White man). Also, only eight biology Directorate Resource Assistant Fellows were appointed (one Hispanic or Latino woman and seven White women).

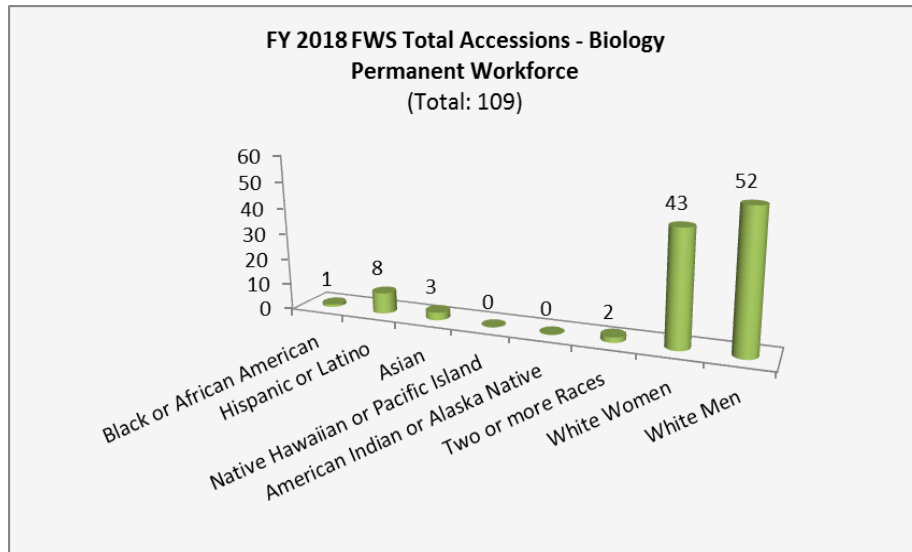


Figure 3. Total Accessions by Race/Ethnicity in Biology Permanent Workforce in FY 2018.

Law Enforcement Officers:

Effective law enforcement requires a diverse law enforcement officer workforce. FWS diversity of law enforcement officer workforce is essential to its mission.

Currently, the participation of White women and of men and women in all minority groups except American Indian or Alaska Native and Native Hawaiian or Pacific Island is somewhat low when compared to their participation in similar occupations in the CLF.

During FY 2018, FWS appointed 13 law enforcement officers in Refuges. Six of the 13 new law enforcement officers in Refuges were members of those low-participation groups (46.2%), which is equivalent to the availability of these groups in the CLF. Of the 13 new law-enforcement officers in Refuges, three were Hispanic or Latino men and three were White women.

Overall, all individual RNO/gender groups were hired in numbers which were consistent with their participation in the CLF, and all individual RNO/gender groups left FWS in numbers which were consistent with their participation in the law-enforcement-officer workforce at the beginning of the fiscal year. However, no minority women separated, significantly fewer than expected by an equal-probability model.

Professional/Administrative occupations (except Professional Biology and Law Enforcement Officers):

Professional occupations in this group include a potpourri of non-biology STEM occupations such as Geology, Chemistry, Hydrology, Cartography, Engineering, Archeology, Geography, Statistics, as well as occupations such as Accounting, Economics, Contracting, and so forth. Administrative occupations include occupations such as Park Ranger, Recreation Planning, Human Resources, Program Management, Public Affairs, Administrative Officer, Budget Analysis, and so forth. While these occupations are essential to FWS mission, most are too small to focus separately, and many have similar enough demographic distributions to make analyzing them together meaningful.

These occupations constitute 27% of FWS permanent workforce and 30% of its senior positions (GS-13 and above). The diversity of these occupations is essential to the diversity of FWS leadership and to FWS as a whole. Asian women, and men, in all RNO groups except Native Hawaiian or Other Pacific Island men and American Indian or Alaska Native men have low participation in these occupations in FWS relative to their participation in similar occupations in the CLF.

With the exception of Asian women and White men, diversity outcomes for low-participation groups in these occupations during FY 2018 were positive. The participation of Black or African American men increased +0.3%, and the participation of Hispanic or Latino men and Asian men each increased 0.1%. The downside is that the participation of White men decreased -0.3%.

In FY 2018, FWS hired 48 employees in these occupations from outside sources and competitively selected another 12 from occupations not included in this group. All RNO/gender groups except Black or African American women and American Indian or Alaska Native women were selected in numbers which were consistent with their participation in similar occupations in the CLF. Fewer Black or African American women and more American Indian or Alaska Native women were selected than expected based on the CLF for these occupations.

In FY 2018, 220 permanent employees in these occupations left FWS. All RNO/gender groups separated from FWS in numbers which were consistent with their participation in this segment of the workforce at the beginning of the fiscal year.

In FY 2018, FWS appointed 43 individuals to entry-level developmental positions, constituting 71.7% of the total of outside hires and competitive internal selections in these occupations. All three of the Asian women, five of the six minority men, and 15 of the 23 White men appointed were appointed to developmental positions.

In the past, in addition to targeted recruitment, FWS has employed a variety of special-appointment authorities to fill these entry-level developmental positions, chiefly the Pathways Internship and the Directorate Resource Assistant Fellows Program. During FY 2018, only two Pathways interns (two White women) and three Directorate Resource Assistant Fellows (one Asian woman, one woman identifying with two or more races, and one White man) were appointed in these occupations.

Technical Biology and Wage Grade Occupations:

There are 825 Biology Technician and wage-grade employees in FWS constituting 10.9% of the permanent workforce. The break out is 132 Biological Science Technicians, 136 Forest and Range Technicians, and 557 employees in wage-grade occupations. In FWS these occupations have similar demographics: they are overwhelmingly male (92.5%) and White (86.5%). In contrast, the 2010 CLF for this group of occupations is male (78.2%) and White (76.4%).

In FY 2018, FWS hired 93 employees in these occupations and selected four others from other occupations. Although the CLF percentages and the number hired are small, minority men and minority women were hired in numbers which were significantly below their participation in the CLF, while White

men were hired in numbers which were significantly above theirs. The only minority woman hired was an American Indian or Alaska Native.

A remarkable achievement this year was that 20 of the 97 hires were White women. In contrast, in FY 2017 only nine of the 101 hires in these occupations were White women. The flip side of this achievement is that in FY 2018 only four of 97 hires were minority men, compared to 13 of 101 hires in FY 2017. In both years, only one minority woman was hired.

In FY2018, 103 employees in these occupations left FWS and 19 others were selected for positions in other occupation groups. Women left these occupations in numbers which were significantly above their participation in the workforce at the beginning of the fiscal year, while men left these occupations in numbers which were significantly below theirs. The substantial hiring of White women noted above increased their participation by 1.1%, while the reduced hiring of minority men reduced the participation of minorities -1.3%.

Senior Level Workforce (GS-13 and above):

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 is low in comparison to this standard.

In FY 2018 diversity outcomes for FWS senior workforce were positive. By the end of the fiscal year, the participation of women and minorities had a total increase of +0.2%. The only low-participation group with negative outcomes was American Indian or Alaska Natives -0.4%. Also, Hispanic or Latinos remained unchanged. However, there was an increase in the following groups: Black or African Americans +0.2%, Asians +0.1%, Native Hawaiian or Pacific Island +0.1%, persons identifying with two or more races +0.1%, and White women +0.1%. Historically, roughly two-thirds of entrants to FWS senior workforce gain entry through internal promotion; the other one-third are hired from outside. In FY 2018, only 9.8% of entrants to FWS senior workforce were hired from outside the FWS.

All RNO/gender groups were promoted to GS-13 in numbers which were consistent with their participation in the GS-12 workforce at the beginning of the fiscal year.

The CLF is tabulated by occupation, not by occupation and grade, so strictly speaking it is not an appropriate standard against which to gauge the availability of RNO/gender additions to FWS senior workforce. Nevertheless, given the history of access to those professional and administrative occupations found in FWS senior workforce, we believe that it may provide an upper bound on the availability of women and minorities in FWS occupations at senior levels in the Civilian Labor Force. Given this caveat, it turns out that senior additions of Native Hawaiian or Pacific Island men and men identifying with two or more races in these occupations were significantly above this upper bound, and that senior additions of no RNO/gender group were significantly below this upper bound.

All RNO/gender groups except Asian women and American Indian or Alaska Native men left FWS in numbers which were consistent with their participation in the senior workforce at the beginning of the fiscal year. Fewer Asian women and more American Indian or Alaska Native men separated from the senior workforce than expected by an equal-probability model. The substantial decline in the participation of American Indian or Alaska Native men is largely attributable to these separations.

Leadership Development:

In FY 2018, FWS solicited applications for two competitive leadership development programs. The Stepping Up to Leadership (SUTL) Program was open to employees in GS-11/12 positions and the Advanced Leadership Development Program (ALDP) was open to GS-13/14 employees. Also, the Department of the Interior solicited applications for a Department-level SES candidate development program.

For SUTL, all individual RNO/gender groups except White women, Black or African American men, and White men applied in numbers which were consistent with their participation in the pool of eligibles. Significantly more White women, significantly fewer Black or African American men and significantly fewer White men applied than would be expected based on an equal probability statistical model. It is also the case that significantly fewer minorities, and minority men, in particular, applied than expected based on their availability in the pool of eligibles.

Hispanic or Latinos and women as a group were selected for the SUTL program in greater numbers than expected based on their availability in the applicant pool. Also, fewer men, and fewer White men, in particular, were selected than expected based on their availability in the applicant pool.

For ALDP, all individual RNO/gender groups except White women applied in numbers which were consistent with their participation in the pool of eligibles. Significantly more White women applied than would be expected based on an equal probability statistical model. Further, the selections data suggest that every group was selected in numbers that were consistent with their availability in the applicant pool.

It is noteworthy that two of those selected for the very competitive ALDP program have targeted disabilities and two others of those selected are members of minority groups.

Persons with Disabilities:

At the end of FY 2018, the participation of persons with targeted disabilities in the FWS was 2.1% of the workforce. Although this is above the EEOC's 2.0% federal goal, it is down somewhat from the 2.2% reached at the end of FY 2017.

To keep the FWS moving in the right direction, the Director challenged the FWS management team to annually hire at least three persons with targeted disabilities in each region and headquarters, for a bureau-wide total of at least 27. In FY 2015, FY 2016, and FY 2017, the FWS exceeded this goal. However, during FY 2018, only 23 individuals with targeted disabilities were hired.

The overall decline in workforce participation of persons with targeted disabilities resulted from both reduced hiring and increased separations from the permanent workforce. Although the number of individuals with targeted disabilities obtaining temporary appointments has been maintained, the number obtaining permanent appointments fell sharply and the number of separations from the permanent workforce increased.

The EEOC has a separate 12% Federal goal for the participation of all employees with reportable disabilities (targeted and not targeted). At the end of the fiscal year the participation of all persons with reportable disabilities was 10.2% of the workforce, well below the 12% Federal goal and down somewhat from the 10.3% reached at the end of FY 2017.

Outcomes for employees with reportable disabilities mirrored outcomes for the subset of employees with targeted disabilities. Hiring in the temporary workforce has been maintained, while hiring in the permanent workforce has fallen off, and separations in the permanent workforce have increased.

Statistical analysis shows that significantly more persons with reportable disabilities left the FWS than would have been expected by an equal-probability statistical model based on their participation in the permanent workforce at the beginning of the fiscal year. This was true for voluntary separations, for involuntary separations, and for all separations combined.

Trends in EEO Complaints

Pre-complaints rose slightly from 41 in FY 2017 to 44 in FY 2018. However, formal complaints decreased sharply in FY 2018; only 16 formal complaints were filed. This change represents a 44% (13 complaints) decrease in formal complaints.

The percentage of individuals proceeding from a pre-complaint to a formal complaint has ranged from 70% to 72% for the last three reporting periods. However, FY 2018 showed a significant decrease in individuals filing formal complaints. Only 16 of 44 (36%) pre-complainants filed formal complaints during the year.

Trends in FWS Complaints FY 2011- FY 2017							
	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Pre-Complaints	61	65	39	33	51	41	44
Formal Complaints	38	41	31	23	37	29	16
% Pre-Complaints Go Formal	62%	63%	79%	70%	72%	71%	36%

In FY 2017, disability was the most frequent basis of discrimination, sex was ranked second, and reprisal was ranked third. Government-wide reprisal is the most frequent basis in discrimination complaints. Consistent with Government-wide trends, in FY 2018, retaliation returned to the most frequent basis alleged in complaints filed and was alleged in 10 complaints. Sex and disability were reported at half the rate of retaliation; each was alleged in five complaints.

Trends in Basis for Discrimination Complaints (Referenced from Part IV of the EEOC 462 Report)							
Basis	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Race	9	18	14	10	9	8	3
Sex	9	14	9	11	15	13	5
Age	12	10	8	7	8	9	3
Color	4	5	4	2	1	0	0
National Origin	5	4	4	1	4	0	1
Religion	0	2	0	3	2	1	0
Disability	15	13	13	8	15	18	5
Reprisal	18	23	18	16	20	12	10
Genetics	0	0	0	0	0	0	0

Harassment (non-sexual) remains the number one issue in FWS complaints (see chart below). This is consistent across the government. The number of harassment complaints (12) remained at the same figure reported in 2017, still lower than the previous six years.

Harassment (Non-Sexual) Complaint Trends (Referenced 4 th Quarter FY 2017 No FEAR Report)						
FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
15	17	21	15	21	12	12

Other issues only represent a fraction of the harassment allegations. Two individuals filed complaints regarding termination from employment. Other issues resulting in one charge of discrimination include: assignment of duties, removal, examination, directed reassignment, reasonable accommodation (disability), and time/attendance.

Employees who enter the EEO process are given the choice of traditional EEO counseling or Alternative Dispute Resolution (ADR) when appropriate. FWS continues to bring awareness to its managers, supervisors, and employees regarding the benefits of the ADR process. ADR participation improved to 57% in 2018, up from 27% the year before (See 462 Report Part X). This is above EEOC's goal of 50%. The improvement is attributed to the creation of a survey to target individuals who declined ADR; tracking ADR participation rates; and, utilization of the ADR Fact Sheet to communicate the benefits of ADR

Part E.4 - Executive Summary: Accomplishments

New SES EEO and Diversity Advocacy Performance Critical Element: In FY 2018, FWS developed a new EEO and Diversity advocacy performance critical element that has been included in all SES performance appraisals. The new performance element evaluates commitment to agency EEO policies and principles and participation in the EEO program. Directorate members are held accountable for communicating responsibilities to subordinate managers and supervisors to ensure they have a clear understanding of expectations.

Strategic Program Optimization and Reporting Structure for ODIWM: The EEO Director reports to the Deputy Director for Operations. In FY 2018, all subcomponent (regional) EEO staff realigned to ODIWM. The realignment enabled FWS to develop a national enterprise approach to enhance capabilities and generate capacity in the management of equal employment opportunity, affirmative employment, public civil rights, and D&I functions. The newly integrated operation mitigates vacancy risks, capability gaps, and ensures "ready now" is deployed for pivotal roles across the organization. The Deputy Director ensured the strategy addressed external budget constraints and provided a framework for optimizing the ability to meet and exceed the quality, quantity, and timeliness of ODIWM's mission-support operations now and in the future.

Anti-Harassment: The Deputy Director convened the Directorate Anti-Harassment Team (DAHT) that meets monthly to implement and assess the actions that FWS developed to eliminate harassing conduct. The DAHT developed an action plan that addresses the challenges of creating a respectful workplace environment. In monitoring and executing the items in the anti-harassment action plan, the DAHT produced a video from the Director's Office that went out to all employees to address workplace culture and explain the no-tolerance policy; launched a hotline to facilitate the reporting of harassment; expanded the lines of communication among employees at all levels of the organization; generated and distributed a fact sheet to reinforce the availability of the hotline and the responsibilities of all employees under DOI's Personnel Bulletin; and, monitored harassment allegations across FWS. As a result, FWS employees are held more accountable for harassment in the workplace.

Updated Personal Assistance Services (PAS) Procedures: The EEOC amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 requiring all Federal Agencies to provide Personal Assistance Services (PAS) beginning on January 3, 2018. FWS met this deadline with an all employee message issued on December 13, 2017 including a fact sheet for new Personal Assistance Services procedures and a requirement that all managers and supervisors complete one hour of Reasonable Accommodations/Personal Assistance Services training in FY 2018. FWS deployed training for all employees that included webcasts conducted by EEOC and online training on InsideFWS.

Diversity Joint Venture: FWS continued to provide leadership for the management 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. Under the guidance of the Deputy Director, FWS the DJV identified ten key activities for implementation. The DJV Partners formed working groups to carry out the activities including: developing a communication strategy, best practices for recruitment; promoting inclusion in the workplace; conservation career lesson plans, and creation of the DJV website. Of

particular note, the DJV developed an online platform with content providing job related resources for college students, professionals, and employers to promote diversity in the conservation workforce (<https://diversityinconservationjobs.org/>).

Establishment of a national Targeted Recruitment Team (TRT): Each of FWS' eight regions identified key program managers to serve on the national Targeted Recruitment Team (TRT). Members of the TRT have been tasked to work with the national recruitment team. The TRT was established to develop and implement strategies to conduct targeted recruitment. The TRT is currently working with FWS recruiters on an upcoming national hiring initiative for jobs in the GS-401,482,485, and 486 series. The goal of the consolidated targeted recruitment efforts is to improve the application and selection of women, minorities, and people with disabilities into FWS. The TRT provided input to an informational flyer that is used when conducting outreach. To supplement the efforts of the recruiters, the TRT members are reaching out to the contacts that they have established and informing them of the upcoming positions.

Improved Employer Branding: As a result of ODIWM's reorganization to a national enterprise, FWS Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact information for 1,200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential for reaching new candidates long-term if the messages are shared outside the contacts within the existing database.

Consolidated National Recruitment Team: FWS Recruiters were consolidated to operate as one national recruitment team under a national recruitment program manager to implement outreach strategies that will impact diversity outreach efforts FWS-wide. Early successes include increased quality and efficiency of the employer brand. The national recruitment team developed a database which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups. FWS now speaks to contacts in this database and to external candidates with centrally vetted messages. The recruiting team continued to establish and/or maintain relationships with colleges and universities as part of its targeted recruitment. This effort includes maintaining relationships with 20-targeted colleges/universities that ranked high on graduating a diverse student population for biological science/natural resource management positions. In FY 2018, every targeted college was visited by a workforce recruiter or other FWS representative. Between September 2018 and January 2019, recruiters will have attended 52 events in preparation for the FY 2019 National Hiring Initiative.

Employee Resource Groups (ERGs): In FY 2018, FWS supported the Department of the Interior's (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all of the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as the Federal Asian Pacific American Council (FAPAC), DOI Vets, and National Association of Hispanic Employees (NAHE). FWS promoted an ERG Open House in May 2018 to its employees. The establishment of clear certification procedures for new ERGs will promote the creation of ERGs at the bureau level to build on progress made at the department level.

Transforming D&I Communications: In FY 2018, the Barrier Analysis Team designed key messages and objectives for a communication plan tentatively titled Inspiring and Modeling Excellence in the Workforce to inform and engage employees at all levels of the organization and to emphasize their

collective role in creating an accountable, positive, and productive workplace culture. The plan emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.

Connecting professional development opportunities for all to the D&I mission: An analysis of the Employee Exit Survey and the Federal Employee Viewpoint Survey (FEVS) indicates that career development opportunities are a salient concern for all employees. The National Conservation Training Center (NCTC) and ODIWM continue to highlight the importance of career development opportunities for all employees as it relates to D&I in the organization. Providing maximum opportunities for all employees to advance reassures the organization that leadership is taking action based on their feedback. The Diversity Program Manager, FWS speaks to supervisors training at NCTC about improving access to professional development opportunities for all employees. NCTC communicates with all employees to remind them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of ODIWM's reorganization to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.

Part E.5 - Executive Summary: Planned Activities

In FY 2019, FWS will continue to conduct the activities outlined in this executive summary. In addition, FWS will also:

- Dignity and Respect Campaign: In FY 2018, the Executive Diversity Committee approved the implementation of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a more inclusive workplace. The roll out of the campaign will begin in the second quarter of FY 2019. The D&R Campaign will complement other efforts to cultivate a culture of civility and fairness in the workforce
- Increase the engagement of D&I events FWS-wide and track engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard
- Support the participation and development of Employee Resource Groups (ERGs) at the FWS-wide level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them
- Conduct an After-Action Review of the upcoming January 2019 National Hiring Initiative
- Present workplace culture and accountability communication strategy to FWS Directorate
- Send out all-employee communication on reasonable accommodation processes, resources, and contact information

In FY 2019, the Barrier Analysis Team will expand its current list of data sources to include:

- Conducting interviews and focus groups with PWD and PWTD to assess employee satisfaction, career development, and retention risks
- Conduct interviews with Stepping Up To Leadership (SUTL) selection officials regarding barriers to participation for PWD and PWTD

Certification of Establishment of Continuing Equal Employment Opportunity Programs

I, Inez Uhl, GS-0260-15, am the Principal EEO Director for the U.S. Fish and Wildlife Service (FWS).

FWS 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.

FWS has also analyzed its workforce 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.



Inez Uhl, EEO Director
U.S. Fish and Wildlife Service

12/20/2018
Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEOC MD-715.











Margaret Everson
Principal Deputy Director
Exercising the Authority of the Director
U.S. Fish and Wildlife Service





12/20/18
Date



MD-715 - PART G





Agency Self-Assessment Checklist





 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments
	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)]	Yes	December 11, 2017
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)]	Yes	
 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
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)]	Yes	
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	https://www.doi.gov/accesscenter/accomodations
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.	Yes	Annually
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	Yes	Annually
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	Annually
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.	Yes	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.	Yes	Annually
 Compliance Indicator  Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator
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.	Yes	The two Co-Chairs and team members of the Barrier Analysis Team received awards for their work on the Team. The supervisors and employees from External Affairs, NCTC, and Science Applications were recognized last year for their outstanding support of monthly Special Emphasis Observances.
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]	Yes	
Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.			
 Compliance Indicator  Measures	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.	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	The EEO Director is under the direct supervision of the agency head and reports to the Deputy Director for Operations.
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.	N/A	
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)]	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]	Yes	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 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.	Yes	January 11, 2018 The EEO Director provided a briefing to the Director, the Deputy Directors, and other senior leaders on the “State of the Agency” covering all components of MD-715,





			including an assessment of the six elements of the Model EEO Program, a report of accomplishments, and plan of action to correct deficiencies.
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)]	Yes	
 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator
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)]	Yes	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
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.]	Yes	
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.]	Yes	Although the FADs are issued by the OCR-DOI, the EEO Director monitors their completion to ensure they are issued timely.
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes	
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)]	Yes	
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) and (c)(3)]	Yes	
 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	
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.	Yes	FWS is covered under the DOI's FY2018 – FY2022 Strategic Plan. The current Departmental Strategic Plan, the Secretary's Priorities and the Director's Nine Core Priorities, are required to be reflected in FWS 2018 SES performance standards.





			https://www.fws.gov/planning/Documents/DOI%20Strategic%20Plan.pdf “Senior executives provide leadership in achieving Presidential and Secretarial goals and are expected to: ensure cost-effective operations and quality service to the public; facilitate organizational cooperation and conflict resolution; ensure workplace environment conducive to employee productivity and safety; and hold individuals accountable for their actions.” Federal Employee Viewpoint Survey (e.g., employee engagement). Bureau plans in response to the Department-wide Workplace Environment Survey.
 Compliance Indicator  Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	
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)]	Yes	
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.	Yes	
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)]	Yes	
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
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	Yes	





	MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.		
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]	Yes	
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]	Yes	
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
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)]	Yes	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
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?	Yes	
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?	Yes	
 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Yes	Comments New Indicator
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:		
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	
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)]	Yes	
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)]	Yes	
 Compliance Indicator  Measures	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments New Indicator
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes	







B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes	Senior leadership (Special Assistant to the Regional Director and Assistant Regional Director) were responsible for the development and implementation of the Service-wide Barrier Analysis Team.
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]	Yes	
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)]	Yes	
Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY			
This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.			
 Compliance Indicator  Measures	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments
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.	Yes	The EEO Director meets with the Directorate quarterly to bring any program deficiencies to their attention.
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.	Yes	The FWS Barrier Analysis Team reviews data annually from bureau sub-components, as data becomes available, 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)]	Yes	
 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator
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)]	Yes	DOI holds Bureaus accountable for being in compliance with https://www.doi.gov/employees/anti-harassment/personnel-bulletin-18-01
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]	Yes	



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)]	Yes	
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)]	Yes	
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.]	Yes	
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 <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes	
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)]	Yes	
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)]	Yes	
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)]	Yes	
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)]	Yes	
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)]	Yes	
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)]	Yes	
C.2.b.5	Does the agency process all accommodation requests 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 in the comments column.	Yes	
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)]	Yes	FWS processes PAS requests in accordance with the Department of the Interior's (DOI) Reasonable Accommodation Policies and Procedures.
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",	Yes	https://www.doi.gov/accesscenter/accomodations







	please provide the internet address in the comments column.		
 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments New Indicator
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?	Yes	
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]	Yes	
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)]	Yes	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
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]	Yes	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
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)]	Yes	
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)]	Yes	
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)]	Yes	
 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and	Yes	

	procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]		
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]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes	
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)]	Yes	
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)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	
 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments
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 <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	Yes	
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.	N/A	There were no findings of discrimination in FY 2018.
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? [see MD-715, II(C)]	Yes	
 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments
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	Yes	The EEO Office provides management/supervisory officials with a copy of the EEOC MD-715 Report, which includes the 462

	Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.		Report on Complaints, barrier analysis plans and special emphasis accomplishments. Workforce demographics and data summaries are provided monthly.
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	
Essential Element D: PROACTIVE PREVENTION			
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.			
 Compliance Indicator  Measures	D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
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; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
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)]	Yes	
 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments New Indicator
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
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)]	Yes	
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)]	Yes	
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, reasonable accommodation program; anti-harassment program;	Yes	See Part I (Page 50) - for full list.

	and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.		
 Compliance Indicator	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments
 Measures			New Indicator
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)]	Yes	
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)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	
 Compliance Indicator	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Measure Met? (Yes/No/NA)	Comments
 Measures			New Indicator
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	https://www.fws.gov/odiwm/disability_program.html https://www.fws.gov/odiwm/MD-715.html
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)]	Yes	
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)]	Yes	
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)]	Yes	
Essential Element E: EFFICIENCY			
This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient and fair dispute resolution process.			
 Compliance Indicator	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments
 Measures			
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
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)?	Yes	
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after	Yes	Average Days - 30 days





	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.		
E.1.e	Does the agency ensure 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)?	Yes	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	FWS investigations were 100% timely.
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)?	Yes	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	Yes	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)?	Yes	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.	Yes	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)]	Yes	
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)]	Yes	
 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator
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)]	Yes	
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.	N/A	FWS does not request legal sufficiency reviews.
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)]	N/A	FWS does not request 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)]	Yes	
E.2.e	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing	N/A	



	of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]		
 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	
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)]	Yes	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
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)]	Yes	
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)]	Yes	
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	
 Compliance Indicator  Measures	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
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)]	Yes	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
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]	Yes	
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]	Yes	
 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations	Yes	FWS monitors trends in the EEO Program and

	under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.		conducts barrier analysis in compliance with the statutes EEOC enforces.
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.	Yes	FWS regularly participates in best practices meetings and discussions with other DOI Bureaus to improve the effectiveness of the EEO program. Additionally, FWS adopted components of DOT’s PAS guidelines.
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)]	Yes	

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE

This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments
 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)]	Yes	
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)]	Yes	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
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)]	Yes	
 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments
 Measures			
F.2	The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.		Indicator moved from E-III Revised
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	
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)]	Yes	
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]	Yes	
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)]	Yes	

F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes	
 Compliance Indicator  Measures	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	

MD-715 – Part H Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
EEO Complaint Program: Administration of ADR program. Program Deficiency identified by EEOC in technical review letter dated 09/25/2017.	<p><u>DEFICIENCY ELIMINATED:</u></p> <p>ADR participation improved to 57% in FY 2018, up from 27% the year before (See 462 Report Part X). This is above EEOC's goal of 50% and it eliminates this program deficiency.</p> <p>Low ADR Participation Rate during the Pre-Complaint Stage. ADR participation rate during the pre-complaint stage decreased from 28% in FY 2013 to 23% in FY 2016, which is well below EEOC's goal of 50%.</p>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
03/01/2018	Determine barriers to participation in ADR.	9/30/2018		9/30/18
03/01/2018	Increase quality and quantity of communication about ADR at different points in the pre-complaint stage.	9/30/2018		9/30/18

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
EEO Complaints and Compliance Manager	Ronald Niemann	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
02/01/2018	Instruct EEO Counselors to use ADR Fact Sheet to thoroughly explain the benefits of mediation to counselees and complainants.	Yes		02/1/18
01/31/2018	Develop ADR Survey to collect data on why counselees and complainants decline mediation.	Yes		01/31/18
03/30/2018	Launch ADR Survey.	Yes		03/01/18
09/30/2018	Analyze ADR Survey results.	Yes		09/30/18
12/01/2018	Develop and implement a strategic plan to eliminate barriers identified using the ADR Survey results.	Yes		11/01/18

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2018	ADR participation improved to 57% in FY 2018, up from 27% the year before (See 462 Report Part X). This is above EEOC's goal of 50% and it eliminates this program deficiency. This improvement is attributed to the creation of the survey to target those individuals who declined ADR. The existence of the new survey process along with tracking ADR participation rates by each EEO Counselor motivated the EEO Counseling Team to significantly improve efforts to increase ADR participation. EEO Counselors became more disciplined about using the ADR Fact Sheet to communicate about the benefits of ADR which improved the participation rate for the year.

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
<p>Deficiency identified by EEOC in Affirmative Action Plan review letter dated 09/17/2018.</p>	<p>FWS provided incomplete applicant tracking data in Tables A/B 7 (missing applicants) and Table 11 (missing SES data).</p> <p>Tables A/B 11 Data: Table 11 Data was provided in the FY 2017 MD-715, including for SES Vacancies. There were zero SES vacancies in FY 2017, leading to blanks in the SES section of Table 11. FWS is again providing full Table 11 Data as part of this FY 2018 MD-715 report.</p> <p>Tables A/B 7 Data: For the past several years FWS has provided OPM with extended examples of how certificate data in legacy was used to analyze data from the FWS national-hire initiative and asked OPM to revisit their decision not to include certificate data in upgrade. At the time, OPM suggested that including certificate IDs would be relatively straightforward.</p> <p>NOTE: FWS management plans to do two national hires annually and requires the ability to analyze the effectiveness of this approach in reaching more diverse pools of well-qualified applicants. Without certificate data, such analyses are not possible.</p> <p>The following is a brief description of data quality issues with USA Staffing Data:</p> <ul style="list-style-type: none"> • The data in the new USA Staffing Upgrade does not provide the unique identifiers that were provided in USA Staffing Legacy • Without unique identifiers one cannot distinguish applications from the actual number of applicants who applied for, were qualified for, or appeared on certificates for permanent 0401 vacancies • For example, 10 applications in the Hispanic or Latino male column for series 0401 in table A-7-perm, does not necessarily mean that 10 Hispanic or Latino men applied for, were qualified for, or appeared on certificates for the 0401 permanent vacancies • For the transition year (i.e., FY2018), it is essential that the unique identifiers in legacy and upgrade be identical, otherwise data in the 2 data bases cannot be combined • Beyond the transition year, failure to have identical unique identifiers in legacy and upgrade mean that one cannot address questions which span multiple years • OPM does not provide information about the tenure and work schedule of the advertised vacancy. MD-715 requires separate A/B-7 tables for permanent and temporary vacancies • The EEOC has taken the position that only permanent, full time vacancies be included in the Part-J analyses. The Department of the Interior advertises many thousands of temporary vacancies each year

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
01/25/2019	Obtain valid and reliable applicant flow data for Tables A/B 7 for the FY 2019 MD-715 Report. (If planned activities identified below fail to provide FWS with accurate applicant flow data, FWS will request intervention on behalf of EEOC.)	10/30/2019		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Diversity Program Manager	Julia Bumbaca	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
01/25/2019	Brief OPM on the need to obtain unique identifiers for applicant flow data from the new USA Staffing Upgrade system.	Yes		
09/30/2019	Meet periodically with the Department and OPM on applicant data requirements.	Yes		

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Asian Employees

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	Table A1 Table A8 Table A14	<p style="text-align: center;">Asians in the Permanent Workforce</p> <p>Representation:</p> <p>A review of FY 2018 permanent workforce data reveals a low participation rate of Asians (2.7%) in the permanent workforce in comparison to their rate in the Organizational CLF (5.9%).</p> <p>The participation rate of Asians in FWS permanent workforce in FY 2018 (2.7%) remained the same compared to FY 2017 (2.7%). The participation of Asians in all the major occupational series is below their CLF availability, with the exception of the law enforcement officers.</p> <p>Hires and Separations:</p> <p>A total of 8 Asians were hired into the permanent workforce in FY 2018; that is 2.7% of the total hires, which is below the 5.9% participation rate of Asians in the CLF. A review of separations from the permanent workforce (Table A14) indicates that there were 18 (2.4%) separations of Asians in FY 2018, which was lower than their on-board participation rate in FWS permanent workforce. By comparison, in FY 2017, 27 Asians were hired (3.8% of total hired), and 15 Asians separated from FWS permanent workforce (2.7% of total separations).</p>
Workforce Data Tables	Table A6	<p style="text-align: center;">Asians in Professional Biology</p> <p>Representation:</p> <p>The participation rate of Asian permanent employees in the professional biology workforce series is 2.3%, which is below the CLF (7.2%).</p> <p>A review of participation of Asians in the professional biologist series and biology students indicates that there are 83 Asian professional biologists. Their 2.3% participation rate in the professional biology series is an increase from the rate of 2.2% in FY 2017, but still below the Professional Biology CLF (7.2%).</p> <p>The participation rate of Asian women in the professional biologist series and biology students in FWS permanent workforce is 1.3% in comparison to the Professional Biology CLF of 4.1% for Asian women. The participation rate of Asian men in the same category in FWS permanent workforce is 1.0% in comparison to the rate of 3.1% in the Professional Biology CLF.</p>

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
		<p>Hires and Separations:</p> <p>In FY 2018, there were 109 accessions of professional biologists to FWS permanent workforce; 3 (2.8%) of these were Asian, which is below their Professional Biology CLF of 7.2% and is a decrease from their FY 2017 accession rate of 4.8% (14 out of 289).</p> <p>In FY 2018, of the 299 separations of professional biologists from FWS permanent workforce, 2 were Asian. Their 0.7% rate of separation is below their on-board participation rate of 2.3% in the Professional Biology occupations; therefore, it does not constitute a concern. By comparison, in FY 2017, 193 professional biologists separated from FWS permanent workforce, and 3 of those were Asian (1.6%).</p>

EEO Group(s) Affected by Trigger

EEO Group
Asian Men
Asian Women

Black or African American Employees

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables		<p align="center">Black or African Americans in the Permanent Workforce</p> <p>Representation:</p> <p>A review of FY 2018 permanent workforce data reveals a low participation rate (4.5%) of Black or African Americans in the permanent workforce in comparison to their availability (6.7%) in the Organizational CLF.</p> <p>The number of Black or African Americans in FWS permanent workforce at the end of FY 2018 was 344, compared to 381 in FY 2017. Their participation rate (4.5%) decreased by 0.2% compared to FY 2017 (4.7%).</p>
	Table A1	
	Table A8	<p>Hires and Separations:</p> <p>A total of 3 Black or African Americans were hired into FWS permanent workforce in FY 2018; that is 1% of the total 293 hires, which is below their 6.7% CLF. A review of separations on Table A14 indicates that there were 39 (5.2%) separations of Black or African Americans from FWS permanent workforce in FY 2018, which is above their 4.5% on-board participation (Table A1).</p> <p>In FY 2017, for comparison, a total of 46 Black or African Americans were hired (6.4% of Hires), and a total of 39 (7.1% of Separations) Black or African Americans separated from the permanent workforce (Table A14).</p>

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	Table A6	<p style="text-align: center;">Black or African Americans in Professional Biology</p> <p>Representation:</p> <p>The overall participation of Black or African Americans in the permanent professional biology series was 1.7% which is below the Professional Biology CLF of 3.0%.</p> <p>A review of Black or African Americans in the permanent professional biology workforce indicates that there are 61 Black or African American professional biologists. Their 1.7% participation rate in the professional biology series is a 0.1% increase from the rate of 1.6% in FY 2017.</p> <p>Hires and Separations:</p> <p>In FY 2018, there were 109 accessions of professional biologists to FWS permanent workforce; 1 (0.9%) of these accessions was Black or African American biologists, which is below the Professional Biology 3.0% CLF and a decrease over the FY 2017 accessions of 4 (1.6%) Black or African American biologists out of a total of 289.</p> <p>Of the 299 separations in FY 2018 of professional biologists from FWS permanent workforce, 3 (1%) were Black or African Americans, which is less than their on-board participation of 1.7%. In FY 2017, of the 193 separations of professional biologists from the permanent workforce, 3 (1.6%) were Black or African Americans.</p>
		<p style="text-align: center;">Black or African Americans in Law Enforcement Officer series</p> <p>Representation:</p> <p>The overall participation of Black or African American law enforcement officers in the permanent workforce is 2.4%, which is below their CLF of 11.8%.</p> <p>A review of FWS permanent law enforcement officers indicates that there are 11 Black or African Americans—1 woman and 10 men—out of 463 law enforcement officers. Their participation rate of 2.4% in FY 2018 was a decrease of 0.3% over the rate of 2.7% in FY 2017.</p> <p>Hires and Separations:</p> <p>In FY 2018, there were 12 accessions of FWS permanent law enforcement officers. None of these accessions were Black or African Americans, resulting in a 0% accession rate, which is below their 11.8% CLF, and is a decrease over their 4.2% (1 Accession) FY 2017 accession rate.</p> <p>In FY 2018, of the 27 separations of FWS permanent law enforcement officers, 2 (7.4%) were Black or African American, which is above the on-board participation of 2.4%. There was 1 (4.2%) separation of Black or African Americans in FY 2017.</p>

EEO Group(s) Affected by Trigger

EEO Group

Black or African American Men

Black or African American Women

Hispanic or Latino Employees

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	Table A1 Table A8 Table A14	<p style="text-align: center;">Hispanic or Latino Employees in the Permanent Workforce</p> <p>Representation:</p> <p>The analysis of FY 2018 permanent workforce data reveals a low participation rate (6.4%) of Hispanic or Latino employees in the permanent workforce in comparison to their availability in the Organizational CLF (6.8%). Hispanic or Latino men participated at 3.7%— above their rate in the Organizational CLF. Hispanic or Latino women participated at 2.7%, compared to their CLF (3.2%). In FY 2017, the participation rate of Hispanics or Latinos was 6.2%.</p> <p>Hires and Separations:</p> <p>A total of 21 Hispanic or Latino employees were hired into FWS permanent workforce in FY 2018; that is 7.2% of the total hires (See Table A8). This was above the 6.8% participation rate of Hispanics or Latinos in the Organizational CLF, and an improvement over FY 2017's 6.2% (44 out of 710) FY 2016's 5.3% of total hires (35 out of 652).</p> <p>In FY 2018, 42 Hispanic or Latino employees separated from FWS permanent workforce, 5.7% of the total 743 separations (See Table A14), which is below their 6.4% on-board participation, and improved over FY 2017's 7.1% rate of separations (39 out of 553), and FY 2016's 7.9% rate of separations (41 out of 524).</p>
Workforce Data Tables	Table A6	<p>Representation:</p> <p>The participation rate for Hispanic or Latino women in FWS professional biology permanent workforce was 1.7%, which is 0.4% below their CLF of 2.1%.</p> <p>The overall participation rate of Hispanic or Latino employees in the FY 2018 professional biology permanent workforce is 4.9%, which is above the Professional Biology Occupational CLF rate of 4.6%. The participation rate for Hispanic or Latino men in FWS professional biology permanent workforce was 3.2%, which is above their Professional Biology Occupational CLF rate of 2.4%. However, the participation rate for Hispanic or Latino women in FWS professional biology permanent workforce was 1.7%, which is 0.4% below their Professional Biology Occupational CLF of 2.1%, and 0.1% higher than in FY 2017.</p> <p>Hires and Separations:</p> <p>In FY 2018, there were 109 accessions of professional biologists to FWS permanent workforce; 8 (7.3%) of these accessions were of Hispanic or Latino biologists—1 woman (0.9%) and 7 men (6.4%). Their combined accession rate of 7.3% is above their CLF of 4.6% and an increase over their FY 2017 accession rate of 3.4% (10 out of 289).</p> <p>The 7 accessions of Hispanic men professional biologists constitute 6.4% of the total biologist accessions in FY 2018, which is above their availability in the CLF. However, the 1 accession of a Hispanic woman professional biologist constitutes 0.9% of the total biologist accessions compared to their rate of 2.1% in the CLF.</p>

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
		<p>In FY 2018, of the 299 separations of professional biologists from FWS permanent workforce, 13 (4.3%) were Hispanic or Latino professional biologists—5 women and 8 men. This 4.3% separation rate is below their on-board participation rate in our workforce of 4.9%. When analyzed separately, both Hispanic men and women separated from FWS permanent professional biology workforce at an equal or lower rate than their participation rates: men 2.7% over 3.2% participation; women 1.7% over 1.7% participation.</p>

EEO Group(s) Affected by Trigger

EEO Group
Hispanic or Latino Men
Hispanic or Latino Women

Women in Law Enforcement

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	Table A6	<p style="text-align: center;">Women Law Enforcement Officers in the Permanent Workforce</p> <p>The analysis of FY 2017 permanent workforce data reveals a participation rate for women Law Enforcement Officers of 10.2%, which is below the CLF of 23.7%.</p> <p>Representation:</p> <p>FWS permanent law enforcement officers decreased from 478 employees in FY 2017 to 463 in FY 2018. The participation rate of women decreased 0.1% (2 employees) from 10.3% in FY 2016 to 10.2% in FY 2018.</p> <p>Hires and Separations:</p> <p>In FY 2018, of the 12 law enforcement officers hires, 2 (16.7%) were women, compared to the availability in the CLF of 23.7%. In FY 2018, of the 27 separations of law enforcement officers from FWS permanent workforce, 4 (14.8%) were women, which is considerably higher than their on-board participation rate of 10.2%.</p>

EEO Group(s) Affected by Trigger

EEO Group
All Women

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	MD-715 A Tables. MD-715 B Tables. Bi-Pay Period Participation, Accessions, and Separations reports.
Complaint Data (Trends)	Yes	Informal and Formal Complaints data and trends from IComplaints platform, internal tracking systems, and 462 Report.
Grievance Data (Trends)	Yes	Quarterly Harassment Allegations and Actions from Calendar Years 2016-2018 (including hostile work environment claims).
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Decisions (No Findings of Discrimination in FY 2018).
Climate Assessment Survey (e.g., FEVS)	Yes	FY 2017 Work Environment Survey. FY 2018 Federal Employee Viewpoint Survey.
Exit Interview Data	Yes	FWS Employee Exit Survey responses.
Focus Groups	Yes	FWS Barrier Analysis Team conducted a Focus Group with Asian American and Pacific Islander (AAPI) Employees.
Interviews	Yes	FWS Barrier Analysis Team conducted interviews with AAPI Employees.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC's AAPI Work Group Report. Study on Asians in Biology from the Wildlife Society Blue Ribbon Panel.
Other (Please Describe)	Yes	In FY 2018, FWS produced a Separations Report that analyzed trends in separations from minorities, women, and individuals with disabilities and sought to answer the question of whether a revolving door effect exists for these groups. FWS also analyzed data from previous years that it still considers valid in setting standards and looking at year-over-year trends, such as: Data from Focus Groups and Interviews conducted by external contractors such as Booz Allen Hamilton and Redwood, LLC. FY 2015 Federal Organizational Climate Survey (FEOCS) (for historical data and trend analysis).

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
Yes	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p>Resistance in Organizational Culture: Diversity and Inclusion (D&I) is facing resistance from the existing organizational culture. Misinformation, perceptions and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates.</p>
<p>Employee Communications: A history of inconsistent and disconnected communications strategy on the D&I plan and core values is inhibiting FWS-wide understanding and buy-in.</p>
<p>Perception of Unfairness in Career Growth Opportunities: Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS.</p>
<p>Inconsistent and decentralized recruitment and selection: Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce.</p>

Objective(s) and Dates for EEO Plan

Objective		Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
FY 2018	Build a communication strategy that reduces organizational resistance to D&I goals and initiatives.	12/15/2017	11/30/2018	Yes		11/30/2018
	Continue Targeted Recruitment efforts.	12/15/2017	11/30/2018	Yes		11/30/2018
FY 2019	Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability.	02/01/2019	09/30/2019	Yes		
	Launch a National Hiring Initiative for jobs in the GS-401,482,485 and 486 series.	09/01/2018	01/30/2019	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
FWS Deputy Director	James W. Kurth Exercising the Authority of the Director	Yes
FWS Directorate	<u>Deputy Directors</u> James W. Kurth – Operations Steve Guertin – Program Management & Policy <u>Assistant Directors</u> Barbara Wainman – External Affairs Cynthia Martinez – National Wildlife Refuge System Jerome Ford – Migratory Bird Program Paul Rauch – Wildlife and Sport Fish Restoration Edward Grace – Office of Law Enforcement David Hoskins – Fish and Aquatic Conservation Gloria Bell – International Affairs (Acting) Gary Frazer – Ecological Services Benjamin Tuggle – Science Applications Denise Sheehan – Budget, Planning and Human Capital Janine Velasco – Business	Yes

Title	Name	Performance Standards Address the Plan? (Yes or No)
	Management and Operations Shelley Hartman – Information Resources and Technology Management (Acting) Steve Chase – National Conservation Training Center (Acting) <u>Regional Directors</u> R1 - Robyn Thorson R2 - Amy Lueders R3 - Vacant R4 - Leopoldo Miranda R5 - Wendi Weber R6 - Noreen Walsh R7 - Greg Siekaniec R8 - Paul Souza	
Executive Diversity Committee Chair	Paul Rauch	Yes
Project Leaders and Hiring Officials	N/A	Yes
Deputy Assistant Director for Budget, Planning and Human Capital	Rebekah Giddings	Yes
EEO Director Chief, Office of Diversity and Inclusive Workforce Management	Inez Uhl	Yes
Recruitment Program Manager	Kary Allen	Yes
Diversity Program Manager	Julia Bumbaca	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.		08/31/2018
09/30/2018	Develop objectives for the Targeted Recruitment Team.		06/30/2018
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.		07/31/2018

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/31/2018	Encourage supervisors to cover professional development topics with all employees.		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.		09/30/2018
11/30/2018	Roll out Dignity and Respect (D&R) Campaign.		11/30/2018
05/31/2019	Increase the engagement of D&I events FWS-wide and track engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at the FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.		
06/30/2019	Conduct an after-action review of the January 2019 National Hiring Initiative.		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.		

Report of Accomplishments

Fiscal Year	Accomplishments
<p>2018</p>	<p>Develop objectives for the Targeted Recruitment Team.</p> <p><u>National Targeted Recruitment Team:</u></p> <p>FWS looked to the engagement of each manager and supervisor to make workforce diversity a collective priority. Each of the nine regions identified key program managers to serve on the National Targeted Recruitment Team (TRT) to work with the workforce recruiters to execute targeted recruitment strategies and activities. Managers and recruiters will work as a team to identify and meet with key contacts that will benefit FWS in locating and reaching individuals from targeted groups. The TRT has five objectives:</p> <ol style="list-style-type: none"> 1. Identify any barriers in recruitment and hiring. 2. Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes. 3. Identify, share, and implement successful techniques for targeted recruitment. 4. Report outcomes to the Chief, Office of Diversity and Inclusive Workforce Management (ODIWM). 5. Support efforts for implementing the internal communication strategy on FWS D&I Implementation Plan and core values. <p>The TRT is currently working with FWS recruiters on an upcoming national hiring initiative for jobs in the GS-401,482,485 and 486 series. The goal of the consolidated targeted recruitment efforts is to improve the application and selection of women, minorities and people with disabilities into FWS. The TRT provided input to an informational flyer that is used when conducting outreach. To supplement the efforts of the recruiters, the TRT members are reaching out to the contacts that they have established and informing them of the upcoming positions.</p> <p><u>FWS Recruitment Team:</u></p> <p>FWS workforce recruiters are geographically dispersed in FWS regional offices throughout the U.S. As a result of the reorganization of ODIWM to a national enterprise, FWS Recruiters were consolidated as one team under one national program manager to implement outreach strategies that will impact diversity outreach efforts FWS-wide.</p> <p>The recruiting team continued to establish and/or maintain relationships with colleges and universities as part of its targeted recruitment. This effort includes maintaining relationships with 20-targeted colleges/universities that ranked high on graduating a diverse student population for biological science/natural resource management positions. In FY 2018, every targeted college was visited by a workforce recruiter or other FWS representative. Between September 2018 and January 2019, recruiters will have attended 52 events in preparation for the FY 2019 National Hiring Initiative.</p> <p>Roll out D&R Campaign.</p> <p>In FY 2018, the Directorate, FWS, approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a better, more inclusive workplace. FWS Diversity Change</p>

Agents (DCAs) designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate, FWS, and their Deputies. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.

Promote opportunities for employees to connect to employee resource groups (ERGs).

In FY 2018, FWS supported the Department of the Interior's (DOI) new Personnel Bulletin on Employee Groups (ERGs)(PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all of the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as the Federal Asian Pacific American Council (FAPAC), DOI Vets, and National Association of Hispanic Employees (NAHE). FWS promoted an ERG Open House in May 2018 to its employees. The D&R Campaign communication plan includes promoting opportunities for employees to connect to resource groups. FWS Diversity Program Manager provides information in all employee messages, monthly observances, and speaks to current supervisors that are training at NCTC about promoting participation in ERGs.

Develop communications on topics to address "myth busting" and common misperceptions.

In FY 2018, FWS Barrier Analysis Team identified the topics and designed a communication plan tentatively titled *Inspiring and Modeling Excellence in the Workforce* to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS, as part of the annual Barrier Analysis Team briefing.

Encourage supervisors to cover professional development topics with all employees.

FWS Diversity Program Manager speaks to current supervisors that are training that NCTC about improving access to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the reorganization of ODIWM to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.

Assess current state of employment brand and communication for candidates.

As a result of the reorganization of ODIWM to a national enterprise, FWS Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to FWS Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.

U.S. Fish and Wildlife Service (FWS)

Affirmative Action Plan

(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 plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

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

FWS is continuing its annual goal of hiring 27 PWD and/or PWTD (3 per Region).

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) | Yes 0 | No X |
| b. Cluster GS-11 to SES (PWD) | Yes X | No 0 |

The percentage of PWD in FY 2018 for the GS-11 to SES cluster is 8.4%. The percentage has increased by 0.2% from FY 2017.

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) | Yes 0 | No X |
| b. Cluster GS-11 to SES (PWTD) | Yes X | No 0 |

The percentage of PWTD in FY 2018 for the GS-11 to SES cluster is 1.7%. The percentage has increased by 0.1% from FY 2017.

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

The Directorate and hiring managers received numerical goals, and monthly progress reports in briefings on the changes in workforce participation rates. The Director, FWS identified specific priorities and action items with the Directorate, regarding their responsibilities for the annual hiring goal for PWD and PWTD.

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.

Yes X No 0

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		24		Human Resources Specialists, Office for Human Resources Phone: (703) 358-1743
Answering questions from the public about hiring authorities that take disability into account	1	24		Bill Fuller, Accountability Officer/Human Resources Specialist Bill_Fuller@fws.gov
Processing reasonable accommodation requests from applicants and employees	1	7		Aaron Aragon, Employee Relations Specialist, Employee and Management Services Branch, Email: Aaron_Aragon@fws.gov
Section 508 Compliance	1		8	Keon Sheffield, National Section 508 Coordinator, Email: Keon_sheffield@fws.gov
Architectural Barriers Act Compliance	1	2		Ronald Niemann, Complaints Program Manager, Office of Diversity and Inclusive Workforce Management (ODIWM), Email: Ronald_Niemann@fws.gov
Special Emphasis Program for PWD and PWTD	1	7		Julia Bumbaca, Disability Program Manager, Office of Diversity and Inclusive Workforce Management (ODIWM), Email: Julia_Bumbaca@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.

Yes X No 0

- Facilitated Reasonable Accommodation and Personal Assistance Services training to disability program staff
- Provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above
- Disability program staff were provided webinars conducted by EEOC and the Job Accommodations Network

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*.

Yes X No 0

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 Applicants with Disabilities

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

FWS established a National Targeted Recruitment Team to assist in increasing the current network of contacts and relationships with organizations that serve PWD/PWTD. FWS Workforce Recruiters and the National Targeted Recruitment Team work together to increase:

- Contacts at the Department of Aging and Rehabilitative Services, Non Paid Work Experience Program, to provide experience and potential job opportunities to individuals with targeted disabilities
- 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 over 200 military/veterans, women, minority and disability affinity organizations at the Institutions of Higher Education (IHE’s), America Job Centers, State Vocational Rehabilitation Agencies, Centers for Independent Living, and Employment Network Service Providers
- Contacts through the Workforce Recruitment Program (WRP) annual on-line recruitment list to identify and contact students and graduates with targeted disabilities with 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 Division of Human Resources and the Office of Diversity and Inclusive Workforce Management work with

hiring managers to use the Schedule A appointing authority and the 30% or more disabled veterans hiring authority, 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.

FWS recruiters and hiring managers worked with contacts at the Department of Aging and Rehabilitative Services to recruit PWD and PWTD under Schedule A or the 30% or more disabled veterans hiring authority.

Vacancy announcements included statements indicating that FWS encourages and will accept applications from veterans with compensable disabilities of 30% or more.

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.

(1) FWS HR specialists determine if applicants are eligible for appointment under special hiring authorities in 5 CFR §213.31.02(u). FWS HR specialists 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 are able to perform the duties of the position for which they are applying
- Veterans Affairs Rating Letter that identifies the disability percentage for the applicant.

(2) HR forwards the applications to the hiring officials and meets with them to explain the hiring flexibilities and how and when the applicant may be appointed non-competitively. If the vacancy is advertised on USAJobs.gov, PWD and PWTD can apply even after the vacancy has closed. HR specialists forwards those applicants to the hiring officials and meets 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.

Yes X No 0 N/A

Formal and informal training on the use of the hiring authorities that take disability into account was provided to managers and supervisors during the year as part of the mandatory annual 8 hour EEO and Diversity training requirements. Training was conducted quarterly and annually for hiring managers during the Advanced Supervision Course conducted at the National Conservation Training Center. Managers and hiring officials are individually provided guidance and training from Human Resources and Workforce Recruiters on the use of special hiring authorities 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.

- Recruited at career fairs on military bases and Institutions of Higher Education (IHE) to identify qualified PWDs and PWTDs for employment
- Established and maintained contacts with various disabled veterans' organizations, centralized veterans' applicant referral services on military bases, the Disabled American Veterans National Service Offices and FedWorld Gateway National Technical Information Services
- Created a database of over 300 U.S. military installations, Veterans Employment Service, state job offices, and veterans' assistance centers nationwide
- Developed a working relationship with veterans' groups to promote employment of PWD and PWTD

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) Yes 0 No X
 - b. New Hires for Permanent Workforce (PWTD) Yes 0 No X
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.**
 - a. New Hires for MCO (PWD) Yes 0 No X
 - b. New Hires for MCO (PWTD) Yes 0 No X
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.**
 - a. Qualified Applicants for MCO (PWD) Yes 0 No X
 - b. Qualified Applicants for MCO (PWTD) Yes 0 No X
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.**
 - a. Promotions for MCO (PWD) Yes 0 No X
 - b. Promotions for MCO (PWTD) Yes 0 No X

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.

- Managers and supervisors are required to adhere to FWS policy on the development and establishment of Individual Development Plans (IDPs) 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 and an interactive course guide to help employees design the best plan for their desired competencies. IDPs at FWS include formal and informal training and mentoring programs, and career development opportunities, such as, details, shadowing, temporary promotions and experiential learning opportunities.
- FWS also develops one-year training plans for eligible veterans with a 30% or more disability rating who have been hired under the Veterans Readjustment Appointment.

B. Career Development Opportunities

FWS regularly evaluates data of PWD and PWTD among the applicants and/or selectees for the Advanced Leadership and Development Program (ALDP) and the Stepping Up to Leadership (SUTL) Programs to determine if a statistical significance difference exists in participation rates of PWD and PWTD. Guidance is provided through the FWS Diversity and Inclusion Implementation Plan (DIIP) to managers and supervisors regarding their responsibility to provide career development opportunities, both formal and informal, to all employees.

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. Participants in these programs are selected by a merit selection process.

In FY 2018, the Service solicited applications for two competitive leadership development programs. The Stepping Up To Leadership (SUTL) Program was open to employees in GS-11/12 positions and the Advanced Leadership Development Program (ALDP) was open to GS-13/14 employees. Also, the Department of the Interior solicited applications for a Department-level SES candidate development program.

Statistical analysis shows that for all three programs, employees with targeted disabilities applied in numbers which were consistent with their participation in the pool of eligibles and were selected in numbers which were consistent with their participation in the pool of applicants. This was also true for all employees with reportable disabilities.

It is noteworthy that two of the 24 selected for the very competitive ALDP program have targeted disabilities.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.]

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants	Selectees	Applicants	Selectees	Applicants	Selectees
	(#)	(#)	(%)	(%)	(%)	(%)
Advanced Leadership Development Program (ALDP)	63	24	4.8%	8.3%	4.8%	8.3%
Stepping Up to Leadership Program (SUTL)	180	48	6.1%	4.2%	0.6%	0.0%

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.

- a. Applicants (PWD) Yes 0 No X
 b. Selections (PWD) Yes 0 No X

4. Do triggers exist for **PWTD** among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. ALDP Applicants (PWTD) Yes 0 No X
 b. ALDP Selections (PWTD) Yes 0 No X
 c. SUTL Applicants (PWTD) Yes 0 No X
 d. SUTL Selections (PWTD) Yes 0 No X

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) Yes 0 No X
 b. Awards, Bonuses, & Incentives (PWTD) Yes 0 No X

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) Yes 0 No X
 b. Pay Increases (PWTD) Yes 0 No X

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) Yes 0 No 0 N/A X
 b. Other Types of Recognition (PWTD) Yes 0 No 0 N/A X

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.

- a. SES
 - i. Qualified Internal Applicants (PWD) Yes 0 No X
 - ii. Internal Selections (PWD) Yes 0 No X
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Yes 0 No X
 - ii. Internal Selections (PWD) Yes 0 No X
- c. Grade GS-14
 - i. Qualified Internal Applicants (PWD) Yes 0 No X
 - ii. Internal Selections (PWD) Yes 0 No X
- d. Grade GS-13
 - i. Qualified Internal Applicants (PWD) Yes 0 No X
 - ii. Internal Selections (PWD) Yes 0 No X

2. 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.

- a. New Hires to SES (PWTD) Yes 0 No X
- b. New Hires to GS-15 (PWTD) Yes 0 No X
- c. New Hires to GS-14 (PWTD) Yes 0 No X
- d. New Hires to GS-13 (PWTD) Yes 0 No X

3. 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.

- a. Executives
 - i. Qualified Internal Applicants (PWD) Yes 0 No X
 - ii. Internal Selections (PWD) Yes 0 No X
- b. Managers
 - i. Qualified Internal Applicants (PWD) Yes 0 No X
 - ii. Internal Selections (PWD) Yes 0 No X
- c. Supervisors
 - i. Qualified Internal Applicants (PWD) Yes 0 No X
 - ii. Internal Selections (PWD) Yes 0 No X

4. 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.

- a. Executives
 - i. Qualified Internal Applicants (PWTD) Yes 0 No X
 - ii. Internal Selections (PWTD) Yes 0 No X
- b. Managers
 - i. Qualified Internal Applicants (PWTD) Yes 0 No X
 - ii. Internal Selections (PWTD) Yes 0 No X
- c. Supervisors
 - i. Qualified Internal Applicants (PWTD) Yes 0 No X
 - ii. Internal Selections (PWTD) Yes 0 No X

5. 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.

- a. New Hires for Executives (PWD) Yes 0 No X
- b. New Hires for Managers (PWD) Yes 0 No X
- c. New Hires for Supervisors (PWD) Yes 0 No X

6. 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.

- a. New Hires for Executives (PWTD) Yes 0 No X
- b. New Hires for Managers (PWTD) Yes 0 No X
- c. New Hires for Supervisors (PWTD) Yes 0 No X

Section V: Plan to Improve Retention of Persons with Disabilities

To be a 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 personal 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 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

Yes X No 0 N/A 0

FWS prepared a quarterly analysis of eligible employees ready for conversion and coordinates with the Human Resources Specialist to remind the supervisor. FWS had seven eligible Schedule A employees with a disability in the competitive service during FY 2018 that were awaiting conversion after the two years of satisfactory service. Four conversions were processed and three are currently in Human Resources completing their processing.

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)	Yes X	No 0
b. Involuntary Separations (PWD)	Yes X	No 0

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)	Yes X	No 0
b. Involuntary Separations (PWTD)	Yes X	No 0

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*.

Currently, the FWS Employee Exit Survey does not collect information on Appointment Type, therefore, permanent vs. temporary responses cannot be analyzed separately. However, the responses to the Employee Exit Survey questions are reviewed by the Barrier Analysis Team in addition to other data sources, such as, MD-715 Table B 14, and complaint and grievance data, to identify triggers. A report of the triggers identified and objectives for barrier analysis corrective action are reported in Section VII: Identification and Removal of Barriers.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 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.

DOI's Section 508 policies and guidelines are provided at:

<https://www.doi.gov/ocio/section508>

Complaints must be submitted in writing to DOI's Office of Civil Rights (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.**

How to File a Public Civil Rights (PCR) 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 will 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 on the following web page:

<https://www.doi.gov/pmb/eo/Public-Civil-Rights>

- 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.**

FWS has centralized the resources of 504 site reviews to more efficiently accomplish them agency-wide.

Accessibility data and reports are collected from the Refuges Program. FWS is continuing to develop a new accessibility module in the Service Asset Management Inventory (SAMI) system. This module will make accessibility information available to facility managers FWS-wide.

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 period 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.)**

The average number of business days to grant an accommodation is 5 days.

The average number of business days to implement an accommodation is 15 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.**

The Director and Directorate members are responsible for implementing Departmental policy and procedures for Reasonable Accommodations and Personal Assistance Services (RA/PAS) within their Regions/programs and for ensuring that sufficient resources are available for providing RAs to qualified individuals with disabilities and PAS for individuals with targeted disabilities. In FY 2018, all managers and supervisors were required to complete one hour of RA/PAS training. FWS provided training for all employees. The Disability Program Manager and HR Specialists consulted with supervisors to ensure that requests for RA/PAS were processed in a timely manner. Requests for RA/PAS were also collected, tracked, and monitored for trends.

FWS follows the Department of the Interior (Department) 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.

Per the Department's Interim Compliance Report letter to the EEOC, dated September 28, 2018, as it pertains to the Department's submission of updated reasonable accommodation procedures, the Department has completed an update of its reasonable accommodation policy and procedures, which is in draft. Ms. Tyvonnia Ward, Division Chief, Affirmative Employment Program, in the Department's Office of Civil Rights (OCR) is actively working with the Department's Reasonable Accommodation Community of Practice, and the Office of Human Resources Director, Workforce Relations Division, to review the draft to ensure it complies with the EEOC's regulations at 29 C.F.R. §1614.203(d)(3) issued on January 3, 2017, requiring agencies to adopt reasonable accommodation procedures that meet the twenty minimum requirements outlined in the regulation. Per the Department's Interim Compliance Report, OCR will provide a supplemental Compliance Report to the OFO in January 2019, updating the Department's progress in correcting these deficiencies.

D. Personal Assistance Services Allowing Employees to Participate in the Workplace

Pursuant to 29 C.F.R. § 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.

EEOC amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 requiring all Federal Agencies to provide PAS beginning on January 3, 2018. FWS met this deadline with an all employee message issued on December 13, 2017, that included a fact sheet for new PAS procedures and a requirement that all managers and supervisors complete one hour of RA/PAS training in FY 2018. FWS also funded the deployment of training for all employees that included webcasts conducted by EEOC and online training on InsideFWS, which was well received. The Disability Program Manager responded to PAS questions from supervisors and employees throughout FY 2018. PAS requests were also tracked and monitored for FY 2018.

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?

Yes 0 No X N/A

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?

Yes 0 No X N/A

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?

Yes 0 No X N/A

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?

Yes 0 No X N/A

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?

Yes X No 0

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

Yes X No 0 N/A

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.

Trigger 1	Inclusion Rate in the GS-11 to SES Cluster	
	<ul style="list-style-type: none"> The percentage of PWD in the GS-11 to SES cluster is 8.4%, which falls below the goal of 12%. The percentage of PWT in the GS-11 to SES cluster is 1.7%, which falls below the goal of 2%. 	
Barrier(s)	<ul style="list-style-type: none"> Resistance in Organizational Culture: Diversity and Inclusion (D&I) is facing resistance from the existing organizational culture. Misinformation, perceptions, and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates Employee Communications: A history of inconsistent and disconnected communications strategy on FWS D&I plan and core values is inhibiting FWS-wide understanding and buy-in Perception of Unfairness in Career Growth Opportunities: Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS Inconsistent and decentralized recruitment and selection: Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce 	
Objective(s)	<ul style="list-style-type: none"> Increase communication on reasonable accommodation processes and resources available Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability Launch a National Hiring Initiative for jobs in the GS-401, 482, 485, and 486 series 	
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
FWS Deputy Director FWS Directorate Project Leaders and Hiring Officials Division of Human Resources Office of Diversity and Inclusive Workforce Management Workforce Recruiters		Yes
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
Yes		Yes
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	MD-715 B Tables. Bi-Pay Period Participation, Accessions, and Separations reports.
Complaint Data (Trends)	Yes	Informal and Formal Complaints data and trends from IComplaints platform, internal tracking systems, and 462 Report.
Grievance Data (Trends)	Yes	Quarterly Harassment Allegations and Actions from Calendar Years 2016-2018.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Decisions (No Findings of Discrimination in FY 2018).
Climate Assessment Survey (e.g., FEVS)	Yes	FY 2017 Work Environment Survey. FY 2018 Federal Viewpoint Survey.
Exit Interview Data	Yes	FWS Employee Exit Survey responses.
Focus Groups	Yes	FY 2018 Barrier Analysis Team reviewed data from Focus Groups and Interviews conducted by external contractors such as Booz Allen Hamilton and Redwood, LLC.
Interviews	Yes	FY 2018 Barrier Analysis Team reviewed data from Focus Groups and Interviews conducted by external contractors such as Booz Allen Hamilton and Redwood, LLC.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	<i>Common Barriers to Participation Experienced by People with Disabilities</i> by the Centers for Disease Control and Prevention (CDC). <i>Persons with a Disability: Barriers to Employment, Types of Assistance, and Other Labor-Related Issues</i> by the Bureau of

		Labor Statistics (BLS).		
Other (Please Describe)	Yes	In FY 2018, FWS produced a Separations Report that analyzed trends in separations of individuals with disabilities and sought to answer the question of whether a revolving door effect exists within this group.		
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018
09/30/2018	Develop objectives for the Targeted Recruitment Team.	Yes		06/30/2018
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.	Yes		07/31/2018
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out Dignity and Respect (D&R) Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of D&I events FWS-wide and track that engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		
10/15/2019	Send out all-employee communication on reasonable accommodation processes, resources, and the Disability Program Manager’s contact information.	Yes		
Fiscal Year	Accomplishments			
2018	Develop objectives for the Targeted Recruitment Team (TRT). The TRT objectives are: <ul style="list-style-type: none"> Identify any barriers in recruitment and hiring Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes Identify, share, and implement successful techniques for targeted recruitment Report outcomes to the Chief, Office of Diversity and Inclusive Workforce Management (ODIWM) Support efforts for implementing the internal communication strategy on FWS Diversity and Inclusion Implementation Plan and core values 			
2018	Roll out D&R Campaign. In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a more inclusive workplace. The DCAs			

	<p>designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>
2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs). In FY 2018, FWS supported the Department of the Interior’s (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all of the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 for employees. The D&R communication plan includes promoting opportunities for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and as part of the Advanced Supervision training at National Conservation Training Center (NCTC), to promote participation in ERGs.</p>
2018	<p>Develop communications on topics to address “myth busting” and common misperceptions. In FY 2018, the Barrier Analysis Team identified the topics and designed a communication plan tentatively titled <i>Inspiring and Modeling Excellence in the Workforce</i> to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.</p>
2018	<p>Encourage supervisors to cover professional development topics with all employees. The Diversity Program Manager speaks to current supervisors that are training at NCTC to ensure access for all employees to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the ODIWM reorganization to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.</p>
2018	<p>Assess current state of employment brand and communication for candidates. As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.</p>

Trigger 2	<p>Voluntary and Involuntary Separations</p> <ul style="list-style-type: none"> • Voluntary Separations of PWD were higher than expected – 95 of PWD voluntarily separated as compared to the inclusion benchmark of about 74 • Voluntary Separations of PWTD were higher than expected – 21 of PWTD voluntarily separated as compared to the inclusion benchmark of about 15 • Involuntary Separations of PWD were higher than expected – 5 of PWD involuntarily separated as compared to the inclusion benchmark of about 2 • Involuntary Separations of PWTD were higher than expected – 2 of PWTD involuntarily separated as compared to the inclusion benchmark of about 0.4
Barrier(s)	<ul style="list-style-type: none"> • Resistance in Organizational Culture: Diversity and Inclusion (D&I) is facing resistance from the existing organizational culture. Misinformation, perceptions and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates • Employee Communications: A history of inconsistent and disconnected communications strategy on the D&I plan and core values is inhibiting FWS-wide understanding and buy-in

	<ul style="list-style-type: none"> • Perception of Unfairness in Career Growth Opportunities: Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS • Inconsistent and decentralized recruitment and selection: Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce 			
Objective(s)	<ul style="list-style-type: none"> • Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability • Launch a National Hiring Initiative for jobs in the GS-401, 482, 485, and 486 series 			
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
FWS Deputy Director FWS Directorate Project Leaders and Hiring Officials Division of Human Resources Office of Diversity and Inclusive Workforce Management Workforce Recruiters		Yes		
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)		
Yes		Yes		
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected		
Workforce Data Tables	Yes	MD-715 B Tables. Bi-Pay Period Participation, Accessions, and Separations reports.		
Complaint Data (Trends)	Yes	Informal and Formal Complaints data and trends from IComplaints platform, internal tracking systems, and 462 Report.		
Grievance Data (Trends)	Yes	Quarterly Harassment Allegations and Actions from Calendar Years 2016-2018.		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Decisions (No Findings of Discrimination in FY 2018).		
Climate Assessment Survey (e.g., FEVS)	Yes	FY 2017 Work Environment Survey. FY 2018 Federal Viewpoint Survey.		
Exit Interview Data	Yes	FWS Employee Exit Survey responses.		
Focus Groups	Yes	FY 2018 Barrier Analysis Team reviewed data from Focus Groups and Interviews conducted by external contractors such as Booz Allen Hamilton and Redwood, LLC.		
Interviews	Yes	FY 2018 Barrier Analysis Team reviewed data from Focus Groups and Interviews conducted by external contractors such as Booz Allen Hamilton and Redwood, LLC.		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	<i>Common Barriers to Participation Experienced by People with Disabilities</i> by the Centers for Disease Control and Prevention (CDC). <i>Persons with a Disability: Barriers to Employment, Types of Assistance, and Other Labor-Related Issues</i> by the Bureau of Labor Statistics (BLS).		
Other (Please Describe)	Yes	In FY 2018, FWS produced a Separations Report that analyzed trends in separations of individuals with disabilities and sought to answer the question of whether a revolving door effect exists with this group.		
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018
09/30/2018	Develop objectives for the Targeted	Yes		06/30/2018

	Recruitment Team.			
10/31/2018	Develop communications on topics to address “myth busting” and common misperceptions.	Yes		07/31/2018
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018
11/30/2018	Roll out Dignity and Respect (D&R) Campaign.	Yes		11/30/2018
05/31/2019	Increase the engagement of D&I events FWS-wide and track engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes		
06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		
09/30/2019	The Barrier Analysis Team will conduct interviews and focus groups with PWD and PWTB occupying permanent positions to assess employee satisfaction, career development, and retention risks.	Yes		
Fiscal Year	Accomplishments			
2018	<p>Develop objectives for the Targeted Recruitment Team (TRT). The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment. • Report outcomes to the Chief, ODIWM • Support efforts for implementing the internal communication strategy on the Diversity and Inclusion Implementation Plan and core values 			
2018	<p>Roll out D&R Campaign. In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a better, more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and Office of Diversity and Inclusive Workforce Management. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate, FWS and their Deputies. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>			
2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs). In FY 2018, FWS supported the Department of the Interior’s (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 to its employees. The D&R Campaign communication plan includes promoting opportunities</p>			

	for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and speaks to current supervisors that are training at NCTC about promoting participation in ERGs.
2018	Develop communications on topics to address “myth busting” and common misperceptions. In FY 2018, the Barrier Analysis Team identified the topics and designed a communication plan tentatively titled <i>Inspiring and Modeling Excellence in the Workforce</i> to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.
2018	Encourage supervisors to cover professional development topics with all employees. The Diversity Program Manager speaks to current supervisors training at NCTC about improving access to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the reorganization of ODIWM to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.
2018	Assess current state of employment brand and communication for candidates. As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.

Trigger 3 [FY 2017 – Closed]	The PWD among qualified internal applicants (3.3%) to the Grade GS-14 is below the relevant pool of 8.1%. However, the relevant pool includes all GS-13, some of whom may not be qualified.	
Barrier(s)	<ul style="list-style-type: none"> • Resistance in Organizational Culture: D&I is facing resistance from the existing organizational culture. Misinformation, perceptions and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates • Employee Communications: A history of inconsistent and disconnected communications strategy on the D&I plan and core values is inhibiting FWS-wide understanding and buy-in • Perception of Unfairness in Career Growth Opportunities: Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS • Inconsistent and decentralized recruitment and selection: Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce 	
Objective(s)	<ul style="list-style-type: none"> • Increase communication on reasonable accommodation processes and resources available • Begin roll out of a communication strategy that reduces organizational resistance to D&I goals and initiatives and addresses organizational accountability 	
	Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
	FWS Deputy Director FWS Directorate Project Leaders and Hiring Officials Division of Human Resources Office of Diversity and Inclusive Workforce Management Workforce Recruiters	Yes
	Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)

Yes		Yes			
Sources of Data		Sources Reviewed? (Yes or No)	Identify Information Collected		
Workforce Data Tables		Yes	MD-715 B Tables. Bi-Pay Period Participation, Accessions, and Separations reports.		
Complaint Data (Trends)		Yes	Informal and Formal Complaints data and trends from IComplaints platform, internal tracking systems, and 462 Report.		
Grievance Data (Trends)		Yes	Quarterly Harassment Allegations and Actions from Calendar Years 2016-2018.		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		Yes	EEO Decisions (No Findings of Discrimination in FY 2018).		
Climate Assessment Survey (e.g., FEVS)		Yes	FY 2017 Work Environment Survey. FY 2018 Federal Viewpoint Survey.		
Exit Interview Data		Yes	FWS Employee Exit Survey responses.		
Focus Groups		Yes	FY 2018 Barrier Analysis Team reviewed data from Focus Groups and Interviews conducted by external contractors such as Booz Allen Hamilton and Redwood, LLC.		
Interviews		Yes	FY 2018 Barrier Analysis Team reviewed data from Focus Groups and Interviews conducted by external contractors such as Booz Allen Hamilton and Redwood, LLC.		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		Yes	<i>Common Barriers to Participation Experienced by People with Disabilities</i> by the Centers for Disease Control and Prevention (CDC) <i>Persons with a Disability: Barriers to Employment, Types of Assistance, and Other Labor-Related Issues</i> by the Bureau of Labor Statistics (BLS).		
Other (Please Describe)		Yes	In FY 2018, FWS produced a Separations Report that analyzed trends in separations of individuals with disabilities and sought to answer the question of whether a revolving door effect exists with this group.		
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)	
08/31/2018	Promote opportunities for employees to connect to employee resource groups.	Yes		08/31/2018	
09/30/2018	Develop objectives for the Targeted Recruitment Team.	Yes		06/30/2018	
10/31/2018	Develop communications on topics to address "myth busting" and common misperceptions.	Yes		07/31/2018	
10/31/2018	Encourage supervisors to cover professional development topics with all employees.	Yes		10/31/2018	
11/30/2018	Assess current state of employment brand and communication for candidates.	Yes		09/30/2018	
11/30/2018	Roll out D&R Campaign.	Yes		11/30/2018	
05/31/2019	Increase the engagement of Diversity and Inclusion events FWS-wide and track that engagement through performance indicators (feedback forms, participation rates, and satisfaction) in the form of a live online dashboard.	Yes			

06/30/2019	Support the participation and development of Employee Resource Groups (ERGs) at FWS level to build on progress made at the Department level by increasing outreach efforts to all employees explaining how Personnel Bulletin 17-07 on Employee Groups impacts them.	Yes		
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes		
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		
Fiscal Year	Accomplishments			
2018	<p>Develop objectives for the Targeted Recruitment Team (TRT). The TRT objectives are:</p> <ul style="list-style-type: none"> • Identify any barriers in recruitment and hiring • Improve targeted recruitment efforts by addressing any barriers with inconsistent and decentralized recruitment, interview, and selection processes • Identify, share, and implement successful techniques for targeted recruitment. • Report outcomes to the Chief, ODIWM • Support efforts for implementing the internal communication strategy on the Diversity and Inclusion Implementation Plan and core values 			
2018	<p>Roll out D&R Campaign. In FY 2018, the Directorate, FWS approved the use of resources to kick start the design of an FWS-wide D&R campaign. The goal of the campaign is to build and sustain a better, more inclusive workplace. The DCAs designed a communication plan for a D&R campaign in collaboration with External Affairs and ODIWM. FWS identified Jody Holzworth, Deputy Regional Director, Pacific Region, to lead the campaign. The roll out of the campaign began with a presentation to the Directorate, FWS and their Deputies. Headquarters and Regional External Affairs staff will coordinate on communication efforts for the rollout.</p>			
2018	<p>Promote opportunities for employees to connect to employee resource groups (ERGs). In FY 2018, FWS supported the Department of the Interior's (DOI) new Personnel Bulletin on Employee Groups (PB 17-07) which established procedures for employees to request certification for new ERGs. PB 17-07 opened all of the existing ERGs in other DOI Bureaus to participation from FWS Employees. FWS Employees are active participants in ERGs such as FAPAC and NAHE. FWS promoted an ERG Open House in May 2018 to its employees. The D&R Campaign communication plan includes promoting opportunities for employees to connect to resource groups. The Diversity Program Manager provides information in all employee messages, monthly observances, and speaks to current supervisors training at NCTC about promoting participation in ERGs.</p>			
2018	<p>Develop communications on topics to address "myth busting" and common misperceptions. In FY 2018, the Barrier Analysis Team identified the topics and designed a communication plan tentatively titled <i>Inspiring and Modeling Excellence in the Workforce</i> to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). The campaign will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing.</p>			
2018	<p>Encourage supervisors to cover professional development topics with all employees. The Diversity Program Manager speaks to current supervisors training at NCTC about improving access to professional development opportunities for all employees. NCTC sent a message to all employees reminding them to complete an Individual Development Plan (IDP) along with an interactive course guide to help employees design the best plan for their desired competencies. In FY 2018, professional development was the focus of special emphasis observance events. These events were broadcasted live across FWS as result of the reorganization of ODIWM to a national enterprise. The D&R Campaign communication plan includes promoting the professional development of all employees.</p>			
2018	<p>Assess current state of employment brand and communication for candidates. As a result of the reorganization of ODIWM to a national enterprise, the Recruitment Team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities. This database consists of 600 professional contacts, including the 191 contacts with veterans and other disability organizations. The database also contains contact info of 1200 current and graduate students interested in receiving</p>			

information about FWS opportunities. Instead of sending many individual announcement messages, the team sends one message that includes a link to all FWS positions currently open. This ensures consistency of information to a diverse number of contacts. Periodically, the recruiters will send messages that include information on scholarship and federal research opportunities. Messages include information about careers at FWS, and a link to the Human Capital site which includes information about benefits, pay and leave, work/life programs, and FWS social media (e.g. Facebook, Twitter). Each message has a link to an online sign-up sheet to maximize the potential of reaching new candidates long-term if the messages are shared outside the contacts within the existing database.

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

N/A

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

- FWS established a Targeted Recruitment Team and consolidated its team of Workforce Recruiters to prepare for a national hiring initiative that will improve the application and selection of people with disabilities into the organization. This effort will provide new recruitment data for the next barrier analysis cycle. The consolidation of the Workforce Recruiters has increased the capacity of FWS to communicate with external organizations with improved employer branding
- The D&R Campaign will build on efforts to build a culture of civility and fairness in the workforce. In surveys, individuals with disabilities in FWS are less likely to rate their *work environment* as well as *management commitment to diversity* positively when compared to individuals without disabilities. The D&R campaign will send a clear message from the highest levels of leadership that an inclusive workplace environment matters
- The issuing of Personnel Bulletin on Employee Groups (PB 17-07) provides a foundation for future utilization of Employee Resource Groups (ERGs) to further drive culture change and empower employees who may feel like they are not part of the dominant culture. The establishment of clear certification procedures for new ERGs will promote the creation of ERGs at the bureau level to build on progress made at the department level
- The Barrier Analysis Team (BAT) designed key messages and objectives for a communication campaign that will ensure that efforts to improve workplace culture are sustainable in order to lower resistance to D&I initiatives. The communication campaign designed by the BAT will be presented to the Directorate, FWS as part of the annual Barrier Analysis Team briefing
- An analysis of the Employee Exit Survey and the Federal Employee Viewpoint Survey (FEVS) indicates that career development opportunities are a salient concern for people with disabilities. NCTC and ODIWM continue to highlight the importance of career development opportunities for all employees as it relates to D&I in the organization. Providing maximum opportunities for all employees to advance reassures the organization that leadership is taking action based on their feedback
- Employer branding has improved as a result of the consolidation of the Recruitment Team. The team now speaks to external candidates with centrally vetted messages, a departure from the fragmented communications of the previous business model. The recruitment team keeps a central database, which includes contacts from natural resources departments, student affinity groups, and professional organizations representing diverse groups including veterans and individuals with disabilities

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 2019, FWS will increase the focus of its barrier analysis efforts for people with disabilities and people with targeted disabilities by collecting more data in the form of focus groups and interviews. FWS will send out all-employee communications on reasonable accommodation processes, resources, and the Disability Program Manager's contact information. This action will help in the removal of the identified barrier of insufficient supervisor understanding of reasonable accommodation process and resources. In addition, FWS will conduct an After-Action Review of its upcoming National Hiring Initiative to track progress and look for future improvements in recruitment and selection processes.

Fish & Wildlife Service - Servicewide FY2018
Table A1: TOTAL WORKFORCE - Distribution by Race/Ethnicity and Sex

Employment Tenure	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Total Workforce																		
Prior FY	#	9,007	5,399	3,608	322	224	4,580	2,892	167	231	114	116	16	19	175	109	25	17
	%	100.0%	59.9%	40.1%	3.6%	2.5%	50.8%	32.1%	1.9%	2.6%	1.3%	1.3%	0.2%	0.2%	1.9%	1.2%	0.3%	0.2%
Current FY	#	8,494	5,078	3,416	309	215	4,312	2,755	153	204	108	111	13	17	160	96	23	18
	%	100.0%	59.8%	40.2%	3.6%	2.5%	50.8%	32.4%	1.8%	2.4%	1.3%	1.3%	0.2%	0.2%	1.9%	1.1%	0.3%	0.2%
All Occupations CLF	%	100%	51.9%	48.1%	5.2%	4.8%	38.3%	34.0%	5.5%	6.5%	2.0%	1.9%	0.1%	0.1%	0.6%	0.5%	0.3%	0.3%
Organizational CLF	%	100%	54.4%	45.6%	3.6%	3.2%	43.8%	35.1%	3.2%	3.5%	2.7%	3.2%	0.1%	0.1%	0.7%	0.4%	0.3%	0.2%
Difference	#	-513	-321	-192	-13	-9	-268	-137	-14	-27	-6	-5	-3	-2	-15	-13	-2	1
Ratio Change	%	-	-0.2%	0.2%	0.1%	0.0%	-0.1%	0.3%	-0.1%	-0.2%	0.0%	0.0%	0.0%	0.0%	-0.1%	-0.1%	0.0%	0.0%
Net Change	%	-5.7%	-5.9%	-5.3%	-4.0%	-4.0%	-5.9%	-4.7%	-8.4%	-11.7%	-5.3%	-4.3%	-18.8%	-10.5%	-8.6%	-11.9%	-8.0%	5.9%
Permanent Workforce																		
Prior FY	#	8,040	4,763	3,277	293	213	4,018	2,595	154	227	101	111	12	18	162	97	23	16
	%	100.0%	59.2%	40.8%	3.6%	2.6%	50.0%	32.3%	1.9%	2.8%	1.3%	1.4%	0.1%	0.2%	2.0%	1.2%	0.3%	0.2%
Current FY	#	7,578	4,511	3,067	281	203	3,812	2,441	145	199	95	107	11	16	146	85	21	16
	%	100.0%	59.5%	40.5%	3.7%	2.7%	50.3%	32.2%	1.9%	2.6%	1.3%	1.4%	0.1%	0.2%	1.9%	1.1%	0.3%	0.2%
Difference	#	-462	-252	-210	-12	-10	-206	-154	-9	-28	-6	-4	-1	-2	-16	-12	-2	0
Ratio Change	%	-	0.3%	-0.3%	0.1%	0.0%	0.3%	-0.1%	0.0%	-0.2%	0.0%	0.0%	0.0%	0.0%	-0.1%	-0.1%	0.0%	0.0%
Net Change	%	-5.7%	-5.3%	-6.4%	-4.1%	-4.7%	-5.1%	-5.9%	-5.8%	-12.3%	-5.9%	-3.6%	-8.3%	-11.1%	-9.9%	-12.4%	-8.7%	0.0%
Temporary Workforce																		
Prior FY	#	967	636	331	29	11	562	297	13	4	13	5	4	1	13	12	2	1
	%	100.0%	65.8%	34.2%	3.0%	1.1%	58.1%	30.7%	1.3%	0.4%	1.3%	0.5%	0.4%	0.1%	1.3%	1.2%	0.2%	0.1%
Current FY	#	916	567	349	28	12	500	314	8	5	13	4	2	1	14	11	2	2
	%	100.0%	61.9%	38.1%	3.1%	1.3%	54.6%	34.3%	0.9%	0.5%	1.4%	0.4%	0.2%	0.1%	1.5%	1.2%	0.2%	0.2%
Difference	#	-51	-69	18	-1	1	-62	17	-5	1	0	-1	-2	0	1	-1	0	1
Ratio Change	%	-	-3.9%	3.9%	0.1%	0.2%	-3.5%	3.6%	-0.5%	0.1%	0.1%	-0.1%	-0.2%	0.0%	0.2%	0.0%	0.0%	0.1%
Net Change	%	-5.3%	-10.8%	5.4%	-3.4%	9.1%	-11.0%	5.7%	-38.5%	25.0%	0.0%	-20.0%	-50.0%	0.0%	7.7%	-8.3%	0.0%	100.0%
Non-Appropriated Workforce																		
Prior FY	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current FY	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Difference	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ratio Change	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Race/Ethnicity and Sex

Organizational Component	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Total	#	7,578	4,511	3,067	281	203	3,812	2,441	145	199	95	107	11	16	146	85	21	16
	%	100.0%	59.5%	40.5%	3.7%	2.7%	50.3%	32.2%	1.9%	2.6%	1.3%	1.4%	0.1%	0.2%	1.9%	1.1%	0.3%	0.2%
All Occupations CLF	%	100%	51.9%	48.1%	5.2%	4.8%	38.3%	34.0%	5.5%	6.5%	2.0%	1.9%	0.1%	0.1%	0.6%	0.5%	0.3%	0.3%
Organizational CLF	%	100%	54.2%	45.8%	3.6%	3.1%	44.0%	35.4%	3.1%	3.6%	2.6%	3.0%	0.1%	0.1%	0.6%	0.4%	0.2%	0.2%
Region 1	#	911	532	379	21	17	460	317	7	3	22	24	2	8	15	7	5	3
	%	100.0%	58.4%	41.6%	2.3%	1.9%	50.5%	34.8%	0.8%	0.3%	2.4%	2.6%	0.2%	0.9%	1.6%	0.8%	0.5%	0.3%
Region 2	#	750	490	260	93	49	352	186	5	9	9	3			30	13	1	
	%	100.0%	65.3%	34.7%	12.4%	6.5%	46.9%	24.8%	0.7%	1.2%	1.2%	0.4%	0.0%	0.0%	4.0%	1.7%	0.1%	0.0%
Region 3	#	853	528	325	11	5	491	298	8	8	1	5	4	1	12	8	1	
	%	100.0%	61.9%	38.1%	1.3%	0.6%	57.6%	34.9%	0.9%	0.9%	0.1%	0.6%	0.5%	0.1%	1.4%	0.9%	0.1%	0.0%
Region 4	#	1,137	739	398	46	24	627	308	41	52	8	6	2		11	7	4	1
	%	100.0%	65.0%	35.0%	4.0%	2.1%	55.1%	27.1%	3.6%	4.6%	0.7%	0.5%	0.2%	0.0%	1.0%	0.6%	0.4%	0.1%
Region 5	#	659	359	300	10	7	316	267	14	14	8	8	1	2	8	2	2	
	%	100.0%	54.5%	45.5%	1.5%	1.1%	48.0%	40.5%	2.1%	2.1%	1.2%	1.2%	0.2%	0.3%	1.2%	0.3%	0.3%	0.0%
Region 6	#	743	475	268	15	18	427	228	7	4	3	6			20	10	3	2
	%	100.0%	63.9%	36.1%	2.0%	2.4%	57.5%	30.7%	0.9%	0.5%	0.4%	0.8%	0.0%	0.0%	2.7%	1.3%	0.4%	0.3%
Region 7	#	440	260	180	8	12	213	142	6	2	4	9		1	28	14	1	
	%	100.0%	59.1%	40.9%	1.8%	2.7%	48.4%	32.3%	1.4%	0.5%	0.9%	2.0%	0.0%	0.2%	6.4%	3.2%	0.2%	0.0%
Region 8	#	751	437	314	28	18	379	261	4	6	15	20		1	8	5	3	3
	%	100.0%	58.2%	41.8%	3.7%	2.4%	50.5%	34.8%	0.5%	0.8%	2.0%	2.7%	0.0%	0.1%	1.1%	0.7%	0.4%	0.4%
Headquarters	#	1,334	691	643	49	53	547	434	53	101	25	26	2	3	14	19	1	7
	%	100.0%	51.8%	48.2%	3.7%	4.0%	41.0%	32.5%	4.0%	7.6%	1.9%	1.9%	0.1%	0.2%	1.0%	1.4%	0.1%	0.5%

All Occupations CLF is based on all workers in all Census Occupation groups.
Organizational CLF is based on the number of incumbents in each occupation in the organization.

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A3-1: OCCUPATIONAL CATEGORIES - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Occupational Categories	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1. Officials and Managers ▼																		
Executive/Senior Level (Grades 15 and Above)	#	133	88	45	7	5	72	37	3	3	2			3		1		
	%	100.0%	66.2%	33.8%	5.3%	3.8%	54.1%	27.8%	2.3%	2.3%	1.5%	0.0%	0.0%	0.0%	2.3%	0.0%	0.8%	0.0%
Mid-level (Grades 13-14)	#	963	657	306	29	18	582	253	19	11	8	15	2	1	14	7	3	1
	%	100.0%	68.2%	31.8%	3.0%	1.9%	60.4%	26.3%	2.0%	1.1%	0.8%	1.6%	0.2%	0.1%	1.5%	0.7%	0.3%	0.1%
First-Level (Grades 12 and Below)	#	428	309	119	20	4	266	105	5	1	3	2		3	13	4	2	
	%	100.0%	72.2%	27.8%	4.7%	0.9%	62.1%	24.5%	1.2%	0.2%	0.7%	0.5%	0.0%	0.7%	3.0%	0.9%	0.5%	0.0%
Other	#	1,301	591	710	49	65	438	479	50	101	22	20	2	7	26	32	4	6
	%	100.0%	45.4%	54.6%	3.8%	5.0%	33.7%	36.8%	3.8%	7.8%	1.7%	1.5%	0.2%	0.5%	2.0%	2.5%	0.3%	0.5%
Officials and Managers TOTAL	#	2,825	1,645	1,180	105	92	1,358	874	77	116	35	37	4	11	56	43	10	7
	%	100.0%	58.2%	41.8%	3.7%	3.3%	48.1%	30.9%	2.7%	4.1%	1.2%	1.3%	0.1%	0.4%	2.0%	1.5%	0.4%	0.2%
2. Professionals	#	3,087	1,811	1,276	99	61	1,578	1,105	31	35	42	43	1	3	52	23	8	6
	%	100.0%	58.7%	41.3%	3.2%	2.0%	51.1%	35.8%	1.0%	1.1%	1.4%	1.4%	0.0%	0.1%	1.7%	0.7%	0.3%	0.2%
3. Technicians	#	255	211	44	17	4	178	36	3	2	2	2	5		6			
	%	100.0%	82.7%	17.3%	6.7%	1.6%	69.8%	14.1%	1.2%	0.8%	0.8%	0.8%	2.0%	0.0%	2.4%	0.0%	0.0%	0.0%
4. Sales Workers	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5. Administrative Support Workers	#	512	125	387	19	34	80	281	15	39	8	14		1	1	15	2	3
	%	100.0%	24.4%	75.6%	3.7%	6.6%	15.6%	54.9%	2.9%	7.6%	1.6%	2.7%	0.0%	0.2%	0.2%	2.9%	0.4%	0.6%
6. Craft Workers	#	472	465	7	26	1	408	6	8		5				17		1	
	%	100.0%	98.5%	1.5%	5.5%	0.2%	86.4%	1.3%	1.7%	0.0%	1.1%	0.0%	0.0%	0.0%	3.6%	0.0%	0.2%	0.0%
7. Operatives	#	10	9	1	1		5	1	1						2			
	%	100.0%	90.0%	10.0%	10.0%	0.0%	50.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%
8. Laborers and Helpers	#	54	43	11	1		36	10							6	1		
	%	100.0%	79.6%	20.4%	1.9%	0.0%	66.7%	18.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	1.9%	0.0%	0.0%
9. Service Workers	#	358	198	160	13	11	165	127	10	7	3	11	1	1	6	3		
	%	100.0%	55.3%	44.7%	3.6%	3.1%	46.1%	35.5%	2.8%	2.0%	0.8%	3.1%	0.3%	0.3%	1.7%	0.8%	0.0%	0.0%

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A3-2: OCCUPATIONAL CATEGORIES - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Occupational Categories	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1. Officials and Managers ▼	#																	
Executive/Senior Level (Grades 15 and Above)	#	133	88	45	7	5	72	37	3	3	2				3		1	
	%	1.8%	2.0%	1.5%	2.5%	2.5%	1.9%	1.5%	2.1%	1.5%	2.1%	0.0%	0.0%	0.0%	2.1%	0.0%	4.8%	0.0%
Mid-level (Grades 13-14)	#	963	657	306	29	18	582	253	19	11	8	15	2	1	14	7	3	1
	%	12.7%	14.6%	10.0%	10.3%	8.9%	15.3%	10.4%	13.1%	5.5%	8.4%	14.0%	18.2%	6.3%	9.6%	8.2%	14.3%	6.3%
First-Level (Grades 12 and Below)	#	428	309	119	20	4	266	105	5	1	3	2		3	13	4	2	
	%	5.6%	6.8%	3.9%	7.1%	2.0%	7.0%	4.3%	3.4%	0.5%	3.2%	1.9%	0.0%	18.8%	8.9%	4.7%	9.5%	0.0%
Other	#	1,301	591	710	49	65	438	479	50	101	22	20	2	7	26	32	4	6
	%	17.2%	13.1%	23.1%	17.4%	32.0%	11.5%	19.6%	34.5%	50.8%	23.2%	18.7%	18.2%	43.8%	17.8%	37.6%	19.0%	37.5%
Officials and Managers TOTAL	#	2,825	1,645	1,180	105	92	1,358	874	77	116	35	37	4	11	56	43	10	7
	%	37.3%	36.5%	38.5%	37.4%	45.3%	35.6%	35.8%	53.1%	58.3%	36.8%	34.6%	36.4%	68.8%	38.4%	50.6%	47.6%	43.8%
2. Professionals	#	3,087	1,811	1,276	99	61	1,578	1,105	31	35	42	43	1	3	52	23	8	6
	%	40.7%	40.1%	41.6%	35.2%	30.0%	41.4%	45.3%	21.4%	17.6%	44.2%	40.2%	9.1%	18.8%	35.6%	27.1%	38.1%	37.5%
3. Technicians	#	255	211	44	17	4	178	36	3	2	2	2	5		6			
	%	3.4%	4.7%	1.4%	6.0%	2.0%	4.7%	1.5%	2.1%	1.0%	2.1%	1.9%	45.5%	0.0%	4.1%	0.0%	0.0%	0.0%
4. Sales Workers	#																	
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5. Administrative Support Workers	#	512	125	387	19	34	80	281	15	39	8	14		1	1	15	2	3
	%	6.8%	2.8%	12.6%	6.8%	16.7%	2.1%	11.5%	10.3%	19.6%	8.4%	13.1%	0.0%	6.3%	0.7%	17.6%	9.5%	18.8%
6. Craft Workers	#	472	465	7	26	1	408	6	8		5				17		1	
	%	6.2%	10.3%	0.2%	9.3%	0.5%	10.7%	0.2%	5.5%	0.0%	5.3%	0.0%	0.0%	0.0%	11.6%	0.0%	4.8%	0.0%
7. Operatives	#	10	9	1	1		5	1	1						2			
	%	0.1%	0.2%	0.0%	0.4%	0.0%	0.1%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%
8. Laborers and Helpers	#	54	43	11	1		36	10							6	1		
	%	0.7%	1.0%	0.4%	0.4%	0.0%	0.9%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%	1.2%	0.0%	0.0%
9. Service Workers	#	358	198	160	13	11	165	127	10	7	3	11	1	1	6	3		
	%	4.7%	4.4%	5.2%	4.6%	5.4%	4.3%	5.2%	6.9%	3.5%	3.2%	10.3%	9.1%	6.3%	4.1%	3.5%	0.0%	0.0%
Permanent Workforce	#	7,578	4,511	3,067	281	203	3,812	2,441	145	199	95	107	11	16	146	85	21	16
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fish & Wildlife Service - Servicewide as of September 30, 2018

Table A4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE GRADES by Race/Ethnicity and Sex - Permanent Workforce

GS/GL/GM, SES, AND RELATED GRADES	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-01	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GS-02	#	3		3			3										
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-03	#	4	2	2			1	2			1						
	%	100.0%	50.0%	50.0%	0.0%	0.0%	25.0%	50.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-04	#	31	15	16	1		12	16	2								
	%	100.0%	48.4%	51.6%	3.2%	0.0%	38.7%	51.6%	6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-05	#	174	100	74	13	5	72	58	8	5	2		1	2	4	3	1
	%	100.0%	57.5%	42.5%	7.5%	2.9%	41.4%	33.3%	4.6%	2.9%	1.1%	0.0%	0.6%	1.1%	2.3%	1.7%	0.0%
GS-06	#	162	65	97	9	14	49	62	1	10	1	4	3		2	6	1
	%	100.0%	40.1%	59.9%	5.6%	8.6%	30.2%	38.3%	0.6%	6.2%	0.6%	2.5%	1.9%	0.0%	1.2%	3.7%	0.0%
GS-07	#	460	207	253	18	15	159	197	9	18	6	14		1	13	7	2
	%	100.0%	45.0%	55.0%	3.9%	3.3%	34.6%	42.8%	2.0%	3.9%	1.3%	3.0%	0.0%	0.2%	2.8%	1.5%	0.4%
GS-08	#	108	42	66	2	9	30	45	3	9	4	2	1		2	1	
	%	100.0%	38.9%	61.1%	1.9%	8.3%	27.8%	41.7%	2.8%	8.3%	3.7%	1.9%	0.9%	0.0%	1.9%	0.9%	0.0%
GS-09	#	828	438	390	34	30	352	300	22	26	8	12		1	18	16	4
	%	100.0%	52.9%	47.1%	4.1%	3.6%	42.5%	36.2%	2.7%	3.1%	1.0%	1.4%	0.0%	0.1%	2.2%	1.9%	0.5%
GS-10	#	8		8		1		4		2						1	
	%	100.0%	0.0%	100.0%	0.0%	12.5%	0.0%	50.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%
GS-11	#	1,486	829	657	62	42	687	535	22	33	30	23	2	4	24	18	2
	%	100.0%	55.8%	44.2%	4.2%	2.8%	46.2%	36.0%	1.5%	2.2%	2.0%	1.5%	0.1%	0.3%	1.6%	1.2%	0.1%
GS-12	#	1,672	950	722	47	36	823	594	29	49	17	19	1	6	28	14	5
	%	100.0%	56.8%	43.2%	2.8%	2.2%	49.2%	35.5%	1.7%	2.9%	1.0%	1.1%	0.1%	0.4%	1.7%	0.8%	0.3%
GS-13	#	1,394	876	518	45	35	762	409	27	33	16	26	2	2	19	12	5
	%	100.0%	62.8%	37.2%	3.2%	2.5%	54.7%	29.3%	1.9%	2.4%	1.1%	1.9%	0.1%	0.1%	1.4%	0.9%	0.4%
GS-14	#	540	353	187	14	10	319	153	10	10	2	7	1		7	6	1
	%	100.0%	65.4%	34.6%	2.6%	1.9%	59.1%	28.3%	1.9%	1.9%	0.4%	1.3%	0.2%	0.0%	1.3%	1.1%	0.0%
GS-15	#	129	86	43	6	3	72	36	1	4	2				4		1
	%	100.0%	66.7%	33.3%	4.7%	2.3%	55.8%	27.9%	0.8%	3.1%	1.6%	0.0%	0.0%	0.0%	3.1%	0.0%	0.8%
All other (unspecified GS)	#	1	1		1												
	%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Executive Service	#	18	10	8		2	8	6	2								
	%	100.0%	55.6%	44.4%	0.0%	11.1%	44.4%	33.3%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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Table A4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE GRADES by Race/Ethnicity and Sex - Temporary Workforce

GS/GL/GM, SES, AND RELATED GRADES	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-01	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GS-02	#	7	3	4		1	3	3									
	%	100.0%	42.9%	57.1%	0.0%	14.3%	42.9%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-03	#	70	46	24	4	1	38	20	1	1	1			2	2		
	%	100.0%	65.7%	34.3%	5.7%	1.4%	54.3%	28.6%	1.4%	1.4%	1.4%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%
GS-04	#	130	75	55	4	1	66	51	2	1	2			1	1		1
	%	100.0%	57.7%	42.3%	3.1%	0.8%	50.8%	39.2%	1.5%	0.8%	1.5%	0.0%	0.0%	0.0%	0.8%	0.8%	0.0%
GS-05	#	269	161	108	7	3	141	97	2	1	6	3	1	1	3	3	1
	%	100.0%	59.9%	40.1%	2.6%	1.1%	52.4%	36.1%	0.7%	0.4%	2.2%	1.1%	0.4%	0.4%	1.1%	1.1%	0.4%
GS-06	#	31	14	17	1	1	13	14		2							
	%	100.0%	45.2%	54.8%	3.2%	3.2%	41.9%	45.2%	0.0%	6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-07	#	97	56	41	3	2	49	36	3		1				3		
	%	100.0%	57.7%	42.3%	3.1%	2.1%	50.5%	37.1%	3.1%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	3.1%	0.0%
GS-08	#	4	3	1	1		2	1									
	%	100.0%	75.0%	25.0%	25.0%	0.0%	50.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-09	#	98	56	42	5	2	48	38			2	1			1	1	
	%	100.0%	57.1%	42.9%	5.1%	2.0%	49.0%	38.8%	0.0%	0.0%	2.0%	1.0%	0.0%	0.0%	0.0%	1.0%	1.0%
GS-10	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GS-11	#	56	27	29	1	1	26	28									
	%	100.0%	48.2%	51.8%	1.8%	1.8%	46.4%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-12	#	19	12	7			11	7			1						
	%	100.0%	63.2%	36.8%	0.0%	0.0%	57.9%	36.8%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-13	#	4		4				4									
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-14	#	4	1	3			1	3									
	%	100.0%	25.0%	75.0%	0.0%	0.0%	25.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-15	#	2	2				2										
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All other (unspecified GS)	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Executive Service	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table A4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE GRADES by Race/Ethnicity and Sex - Permanent Workforce

GS/GL/GM, SES, AND RELATED GRADES	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-01	#																	
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-02	#	3		3			3											
	%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-03	#	4	2	2			1	2			1							
	%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-04	#	31	15	16	1		12	16	2									
	%	0.4%	0.4%	0.5%	0.4%	0.0%	0.4%	0.7%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-05	#	174	100	74	13	5	72	58	8	5	2		1	2	4	3		1
	%	2.5%	2.5%	2.4%	5.2%	2.5%	2.2%	2.4%	5.9%	2.5%	2.2%	0.0%	9.1%	12.5%	3.3%	3.6%	0.0%	6.3%
GS-06	#	162	65	97	9	14	49	62	1	10	1	4	3		2	6		1
	%	2.3%	1.6%	3.2%	3.6%	6.9%	1.5%	2.6%	0.7%	5.0%	1.1%	3.7%	27.3%	0.0%	1.7%	7.1%	0.0%	6.3%
GS-07	#	460	207	253	18	15	159	197	9	18	6	14		1	13	7	2	1
	%	6.6%	5.2%	8.3%	7.1%	7.4%	4.8%	8.1%	6.6%	9.0%	6.7%	13.1%	0.0%	6.3%	10.7%	8.3%	10.5%	6.3%
GS-08	#	108	42	66	2	9	30	45	3	9	4	2	1		2	1		
	%	1.5%	1.1%	2.2%	0.8%	4.5%	0.9%	1.9%	2.2%	4.5%	4.5%	1.9%	9.1%	0.0%	1.7%	1.2%	0.0%	0.0%
GS-09	#	828	438	390	34	30	352	300	22	26	8	12		1	18	16	4	5
	%	11.8%	11.0%	12.8%	13.5%	14.9%	10.5%	12.4%	16.2%	13.1%	9.0%	11.2%	0.0%	6.3%	14.9%	19.0%	21.1%	31.3%
GS-10	#	8		8		1		4		2						1		
	%	0.1%	0.0%	0.3%	0.0%	0.5%	0.0%	0.2%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	0.0%
GS-11	#	1,486	829	657	62	42	687	535	22	33	30	23	2	4	24	18	2	2
	%	21.2%	20.9%	21.6%	24.6%	20.8%	20.5%	22.1%	16.2%	16.6%	33.7%	21.5%	18.2%	25.0%	19.8%	21.4%	10.5%	12.5%
GS-12	#	1,672	950	722	47	36	823	594	29	49	17	19	1	6	28	14	5	4
	%	23.8%	23.9%	23.7%	18.7%	17.8%	24.6%	24.5%	21.3%	24.6%	19.1%	17.8%	9.1%	37.5%	23.1%	16.7%	26.3%	25.0%
GS-13	#	1,394	876	518	45	35	762	409	27	33	16	26	2	2	19	12	5	1
	%	19.9%	22.0%	17.0%	17.9%	17.3%	22.8%	16.9%	19.9%	16.6%	18.0%	24.3%	18.2%	12.5%	15.7%	14.3%	26.3%	6.3%
GS-14	#	540	353	187	14	10	319	153	10	10	2	7	1		7	6		1
	%	7.7%	8.9%	6.1%	5.6%	5.0%	9.5%	6.3%	7.4%	5.0%	2.2%	6.5%	9.1%	0.0%	5.8%	7.1%	0.0%	6.3%
GS-15	#	129	86	43	6	3	72	36	1	4	2				4		1	
	%	1.8%	2.2%	1.4%	2.4%	1.5%	2.2%	1.5%	0.7%	2.0%	2.2%	0.0%	0.0%	0.0%	3.3%	0.0%	5.3%	0.0%
All other (unspecified GS)	#	1	1		1													
	%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Executive Service	#	18	10	8		2	8	6	2									
	%	0.3%	0.3%	0.3%	0.0%	1.0%	0.2%	0.2%	1.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	#	7,018	3,974	3,044	252	202	3,346	2,420	136	199	89	107	11	16	121	84	19	16
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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Table A4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE GRADES by Race/Ethnicity and Sex - Permanent Workforce

GS/GL/GM, SES, AND RELATED GRADES	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female

NOTE: Percentages computed down columns and NOT across rows.

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Table A4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE GRADES by Race/Ethnicity and Sex - Temporary Workforce

GS/GL/GM, SES, AND RELATED GRADES	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-01	#																	
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-02	#	7	3	4		1	3	3										
	%	0.9%	0.7%	1.2%	0.0%	8.3%	0.8%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-03	#	70	46	24	4	1	38	20	1	1	1			2	2			
	%	8.8%	10.1%	7.2%	15.4%	8.3%	9.5%	6.6%	12.5%	20.0%	7.7%	0.0%	0.0%	0.0%	33.3%	20.0%	0.0%	0.0%
GS-04	#	130	75	55	4	1	66	51	2	1	2			1	1			1
	%	16.4%	16.4%	16.4%	15.4%	8.3%	16.5%	16.9%	25.0%	20.0%	15.4%	0.0%	0.0%	0.0%	16.7%	10.0%	0.0%	100.0%
GS-05	#	269	161	108	7	3	141	97	2	1	6	3	1	1	3	3	1	
	%	34.0%	35.3%	32.2%	26.9%	25.0%	35.3%	32.1%	25.0%	20.0%	46.2%	75.0%	100.0%	100.0%	50.0%	30.0%	50.0%	0.0%
GS-06	#	31	14	17	1	1	13	14		2								
	%	3.9%	3.1%	5.1%	3.8%	8.3%	3.3%	4.6%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-07	#	97	56	41	3	2	49	36	3		1					3		
	%	12.3%	12.3%	12.2%	11.5%	16.7%	12.3%	11.9%	37.5%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	30.0%	0.0%	0.0%
GS-08	#	4	3	1	1		2	1										
	%	0.5%	0.7%	0.3%	3.8%	0.0%	0.5%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-09	#	98	56	42	5	2	48	38			2	1				1	1	
	%	12.4%	12.3%	12.5%	19.2%	16.7%	12.0%	12.6%	0.0%	0.0%	15.4%	25.0%	0.0%	0.0%	0.0%	10.0%	50.0%	0.0%
GS-10	#																	
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-11	#	56	27	29	1	1	26	28										
	%	7.1%	5.9%	8.7%	3.8%	8.3%	6.5%	9.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-12	#	19	12	7			11	7			1							
	%	2.4%	2.6%	2.1%	0.0%	0.0%	2.8%	2.3%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-13	#	4		4				4										
	%	0.5%	0.0%	1.2%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-14	#	4	1	3			1	3										
	%	0.5%	0.2%	0.9%	0.0%	0.0%	0.3%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-15	#	2	2				2											
	%	0.3%	0.4%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All other (unspecified GS)	#																	
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Executive Service	#																	
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	#	791	456	335	26	12	400	302	8	5	13	4	1	1	6	10	2	1
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

NOTE: Percentages computed down columns and NOT across rows.

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A5NS-1: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Permanent Workforce

WD, WG, WL, XD, XL, & XP	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-01	#	12	7	5			7	5										
	%	100.0%	58.3%	41.7%	0.0%	0.0%	58.3%	41.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-02	#	7	2	5			1	5			1							
	%	100.0%	28.6%	71.4%	0.0%	0.0%	14.3%	71.4%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-03	#	4	4				4											
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-04	#	1	1		1													
	%	100.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-05	#	41	38	3			29	2	1					8	1			
	%	100.0%	92.7%	7.3%	0.0%	0.0%	70.7%	4.9%	2.4%	0.0%	0.0%	0.0%	0.0%	19.5%	2.4%	0.0%	0.0%	0.0%
Grade-06	#	25	25		2		16		1		3			3				
	%	100.0%	100.0%	0.0%	8.0%	0.0%	64.0%	0.0%	4.0%	0.0%	12.0%	0.0%	0.0%	12.0%	0.0%	0.0%	0.0%	0.0%
Grade-07	#	43	41	2	6		31	2	2					2				
	%	100.0%	95.3%	4.7%	14.0%	0.0%	72.1%	4.7%	4.7%	0.0%	0.0%	0.0%	0.0%	4.7%	0.0%	0.0%	0.0%	0.0%
Grade-08	#	197	192	5	11	1	171	4	2					7		1		
	%	100.0%	97.5%	2.5%	5.6%	0.5%	86.8%	2.0%	1.0%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%	0.5%	0.0%	0.0%
Grade-09	#	90	89	1	3		80	1	1		1			4				
	%	100.0%	98.9%	1.1%	3.3%	0.0%	88.9%	1.1%	1.1%	0.0%	1.1%	0.0%	0.0%	4.4%	0.0%	0.0%	0.0%	0.0%
Grade-10	#	124	124		5		116		2		1							
	%	100.0%	100.0%	0.0%	4.0%	0.0%	93.5%	0.0%	1.6%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-11	#	4	4		1		2							1				
	%	100.0%	100.0%	0.0%	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%
Grade-12	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-supervisory Wage Grades	#	5	4	1			4	1										
	%	100.0%	80.0%	20.0%	0.0%	0.0%	80.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A5NS-1): PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Temporary Workforce

WD, WG, WL, XD, XL, & XP	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Grade-01	#	7	4	3			4	3									
	%	100.0%	57.1%	42.9%	0.0%	0.0%	57.1%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-02	#	5	4	1			4	1									
	%	100.0%	80.0%	20.0%	0.0%	0.0%	80.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-03	#	18	16	2			16	2									
	%	100.0%	88.9%	11.1%	0.0%	0.0%	88.9%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-04	#	8	7	1			6	1						1			
	%	100.0%	87.5%	12.5%	0.0%	0.0%	75.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%
Grade-05	#	33	28	5			26	4				1		1			1
	%	100.0%	84.8%	15.2%	0.0%	0.0%	78.8%	12.1%	0.0%	0.0%	0.0%	3.0%	0.0%	3.0%	0.0%	0.0%	3.0%
Grade-06	#	21	21		2		17							2			
	%	100.0%	100.0%	0.0%	9.5%	0.0%	81.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	9.5%	0.0%	0.0%	0.0%
Grade-07	#	10	9	1			9								1		
	%	100.0%	90.0%	10.0%	0.0%	0.0%	90.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%
Grade-08	#	18	17	1			14	1						3			
	%	100.0%	94.4%	5.6%	0.0%	0.0%	77.8%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%
Grade-09	#	2	2				2										
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-10	#	2	2				1							1			
	%	100.0%	100.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%
Grade-11	#	1	1				1										
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-12	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-supervisory Wage Grades	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Fish & Wildlife Service - Servicewide as of September 30, 2018

Table A5S-1: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Permanent Workforce

WS & XS	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-01	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-02	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-03	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-04	#	1	1														1	
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
Grade-05	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-06	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-07	#	1	1															
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-08	#	1		1														
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-09	#	1	1															
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-10	#	3	3															
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-11	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-12	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other Supervisory Wage Grades	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table A5S-1: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Temporary Workforce

WS & XS	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-01	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-02	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-03	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-04	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-05	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-06	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-07	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-08	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-09	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-10	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-11	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-12	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other Supervisory Wage Grades	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table A5NS-2: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Permanent Workforce

WD, WG, WL, XD, XL, & XP	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Grade-01	#	12	7	5			7	5									
	%	2.2%	1.3%	22.7%	0.0%	0.0%	1.5%	25.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Grade-02	#	7	2	5			1	5			1						
	%	1.3%	0.4%	22.7%	0.0%	0.0%	0.2%	25.0%	0.0%	-	16.7%	-	-	-	0.0%	0.0%	0.0%
Grade-03	#	4	4				4										
	%	0.7%	0.8%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Grade-04	#	1	1		1												
	%	0.2%	0.2%	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Grade-05	#	41	38	3			29	2	1					8	1		
	%	7.4%	7.2%	13.6%	0.0%	0.0%	6.3%	10.0%	11.1%	-	0.0%	-	-	-	32.0%	100.0%	0.0%
Grade-06	#	25	25		2		16		1		3			3			
	%	4.5%	4.7%	0.0%	6.9%	0.0%	3.5%	0.0%	11.1%	-	50.0%	-	-	-	12.0%	0.0%	0.0%
Grade-07	#	43	41	2	6		31	2	2					2			
	%	7.8%	7.7%	9.1%	20.7%	0.0%	6.7%	10.0%	22.2%	-	0.0%	-	-	-	8.0%	0.0%	0.0%
Grade-08	#	197	192	5	11	1	171	4	2					7		1	
	%	35.6%	36.2%	22.7%	37.9%	100.0%	37.1%	20.0%	22.2%	-	0.0%	-	-	-	28.0%	0.0%	100.0%
Grade-09	#	90	89	1	3		80	1	1		1			4			
	%	16.3%	16.8%	4.5%	10.3%	0.0%	17.4%	5.0%	11.1%	-	16.7%	-	-	-	16.0%	0.0%	0.0%
Grade-10	#	124	124		5		116		2		1						
	%	22.4%	23.4%	0.0%	17.2%	0.0%	25.2%	0.0%	22.2%	-	16.7%	-	-	-	0.0%	0.0%	0.0%
Grade-11	#	4	4		1		2							1			
	%	0.7%	0.8%	0.0%	3.4%	0.0%	0.4%	0.0%	0.0%	-	0.0%	-	-	-	4.0%	0.0%	0.0%
Grade-12	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Grade-13	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Grade-14	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Grade-15	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Other Non-supervisory Wage Grades	#	5	4	1			4	1									
	%	0.9%	0.8%	4.5%	0.0%	0.0%	0.9%	5.0%	0.0%	-	0.0%	-	-	-	0.0%	0.0%	0.0%
Total Non-supervisory Wage Grades	#	553	531	22	29	1	461	20	9		6			25	1	1	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	100.0%	-	-	-	100.0%	100.0%	100.0%

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A5NS-2: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Temporary Workforce

WD, WG, WL, XD, XL, & XP	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-01	#	7	4	3			4	3										
	%	5.6%	3.6%	21.4%	0.0%	-	4.0%	25.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-02	#	5	4	1			4	1										
	%	4.0%	3.6%	7.1%	0.0%	-	4.0%	8.3%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-03	#	18	16	2			16	2										
	%	14.4%	14.4%	14.3%	0.0%	-	16.0%	16.7%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-04	#	8	7	1			6	1						1				
	%	6.4%	6.3%	7.1%	0.0%	-	6.0%	8.3%	-	-	-	-	0.0%	-	12.5%	0.0%	-	0.0%
Grade-05	#	33	28	5			26	4					1	1			1	
	%	26.4%	25.2%	35.7%	0.0%	-	26.0%	33.3%	-	-	-	-	100.0%	-	12.5%	0.0%	-	100.0%
Grade-06	#	21	21		2		17							2				
	%	16.8%	18.9%	0.0%	100.0%	-	17.0%	0.0%	-	-	-	-	0.0%	-	25.0%	0.0%	-	0.0%
Grade-07	#	10	9	1			9								1			
	%	8.0%	8.1%	7.1%	0.0%	-	9.0%	0.0%	-	-	-	-	0.0%	-	0.0%	100.0%	-	0.0%
Grade-08	#	18	17	1			14	1						3				
	%	14.4%	15.3%	7.1%	0.0%	-	14.0%	8.3%	-	-	-	-	0.0%	-	37.5%	0.0%	-	0.0%
Grade-09	#	2	2				2											
	%	1.6%	1.8%	0.0%	0.0%	-	2.0%	0.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-10	#	2	2				1							1				
	%	1.6%	1.8%	0.0%	0.0%	-	1.0%	0.0%	-	-	-	-	0.0%	-	12.5%	0.0%	-	0.0%
Grade-11	#	1	1				1											
	%	0.8%	0.9%	0.0%	0.0%	-	1.0%	0.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-12	#																	
	%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-13	#																	
	%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-14	#																	
	%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Grade-15	#																	
	%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Other Non-supervisory Wage Grades	#																	
	%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	-	0.0%	-	0.0%	0.0%	-	0.0%
Total Non-supervisory Wage Grades	#	125	111	14	2		100	12					1	8	1		1	
	%	100.0%	100.0%	100.0%	100.0%	-	100.0%	100.0%	-	-	-	-	100.0%	-	100.0%	100.0%	-	100.0%

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Table A5S-2: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Permanent Workforce

WS & XS	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-01	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-02	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-03	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-04	#	1	1														1	
	%	14.3%	16.7%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	100.0%	-
Grade-05	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-06	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-07	#	1	1				1											
	%	14.3%	16.7%	0.0%	-	-	20.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-08	#	1		1				1										
	%	14.3%	0.0%	100.0%	-	-	0.0%	100.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-09	#	1	1				1											
	%	14.3%	16.7%	0.0%	-	-	20.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-10	#	3	3				3											
	%	42.9%	50.0%	0.0%	-	-	60.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-11	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-12	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-13	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-14	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Grade-15	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
All Other Supervisory Wage Grades	#																	
	%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	-	-	-	-	-	-	-	0.0%	-
Total Supervisory Wage Grades	#	7	6	1			5	1									1	
	%	100.0%	100.0%	100.0%	-	-	100.0%	100.0%	-	-	-	-	-	-	-	-	100.0%	-

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Table A5S-2: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Race/Ethnicity and Sex - Temporary Workforce

WS & XS	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-01	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-02	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-03	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-04	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-05	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-06	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-07	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-08	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-09	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-10	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-11	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-12	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other Supervisory Wage Grades	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Supervisory Wage Grades	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Fish & Wildlife Service - Servicewide as of September 30, 2018

Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Job Title/Series Agency Rate Occupational CLF	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Gen Natural Resources Mgmt & Bio Sciences (0401)	#	1,679	941	738	56	32	827	641	5	14	23	33	1	4	24	9	5	5
	%	100.0%	56.0%	44.0%	3.3%	1.9%	49.3%	38.2%	0.3%	0.8%	1.4%	2.0%	0.1%	0.2%	1.4%	0.5%	0.3%	0.3%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Biological Science Technician (0404)	#	131	103	28	5	4	92	23			1	1	3		2			
	%	100.0%	78.6%	21.4%	3.8%	3.1%	70.2%	17.6%	0.0%	0.0%	0.8%	0.8%	2.3%	0.0%	1.5%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.6%	47.4%	3.4%	5.4%	37.6%	32.3%	4.2%	2.7%	5.2%	5.9%	0.1%	0.0%	1.6%	0.6%	0.5%	0.4%
Fish and Wildlife Administration (0480)	#	231	147	84	6	4	133	73	3	3		1			4	3	1	
	%	100.0%	63.6%	36.4%	2.6%	1.7%	57.6%	31.6%	1.3%	1.3%	0.0%	0.4%	0.0%	0.0%	1.7%	1.3%	0.4%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Fish Biology (0482)	#	549	426	123	18	4	382	112	9	4	7	1			10	2		
	%	100.0%	77.6%	22.4%	3.3%	0.7%	69.6%	20.4%	1.6%	0.7%	1.3%	0.2%	0.0%	0.0%	1.8%	0.4%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Wildlife Refuge Management (0485)	#	539	391	148	19	13	338	121	10	3	5	5			16	6	3	
	%	100.0%	72.5%	27.5%	3.5%	2.4%	62.7%	22.4%	1.9%	0.6%	0.9%	0.9%	0.0%	0.0%	3.0%	1.1%	0.6%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Wildlife Biology (0486)	#	486	291	195	14	8	261	176	5	2	1	6			9	3	1	
	%	100.0%	59.9%	40.1%	2.9%	1.6%	53.7%	36.2%	1.0%	0.4%	0.2%	1.2%	0.0%	0.0%	1.9%	0.6%	0.2%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Criminal Investigating (1811)	#	214	187	27	13	3	162	18	6	1	1	3	1		4	1		1
	%	100.0%	87.4%	12.6%	6.1%	1.4%	75.7%	8.4%	2.8%	0.5%	0.5%	1.4%	0.5%	0.0%	1.9%	0.5%	0.0%	0.5%
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.0%	0.8%	0.3%	0.4%	0.2%
Refuge LE, Land Mgmt LE & Conservation LE (0025LE & 1801LE)	#	243	223	20	23	2	183	16	4		5		1		6	2	1	
	%	100.0%	91.8%	8.2%	9.5%	0.8%	75.3%	6.6%	1.6%	0.0%	2.1%	0.0%	0.4%	0.0%	2.5%	0.8%	0.4%	0.0%
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.0%	0.8%	0.3%	0.4%	0.2%

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex - Temporary Workforce

Job Title/Series Agency Rate Occupational CLF	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Gen Natural Resources Mgmt & Bio Sciences (0401)	#	82	40	42		2	39	39			1	1						
	%	100.0%	48.8%	51.2%	0.0%	2.4%	47.6%	47.6%	0.0%	0.0%	1.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Biological Science Technician (0404)	#	358	207	151	8	3	182	140	3	2	7	2	1	1	5	3	1	
	%	100.0%	57.8%	42.2%	2.2%	0.8%	50.8%	39.1%	0.8%	0.6%	2.0%	0.6%	0.3%	0.3%	1.4%	0.8%	0.3%	0.0%
Occupational CLF	%	100%	52.6%	47.4%	3.4%	5.4%	37.6%	32.3%	4.2%	2.7%	5.2%	5.9%	0.1%	0.0%	1.6%	0.6%	0.5%	0.4%
Fish and Wildlife Administration (0480)	#	2	2				2											
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Fish Biology (0482)	#	62	42	20	7		33	19	1		1					1		
	%	100.0%	67.7%	32.3%	11.3%	0.0%	53.2%	30.6%	1.6%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Wildlife Refuge Management (0485)	#	3	2	1			2	1										
	%	100.0%	66.7%	33.3%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Wildlife Biology (0486)	#	17	7	10	1	2	6	8										
	%	100.0%	41.2%	58.8%	5.9%	11.8%	35.3%	47.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Criminal Investigating (1811)	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.0%	0.8%	0.3%	0.4%	0.2%
Refuge LE, Land Mgmt LE & Conservation LE (0025LE & 1801LE)	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.0%	0.8%	0.3%	0.4%	0.2%

Fish & Wildlife Service - Servicewide FY2018
Table A7-Alt: HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex - Permanent Workforce

Job Title/Series Agency Rate Occupational CLF	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
General Natural Resources Management and Biological Sciences (0401)																		
Accessions	#	34	15	19	3	1	11	15				2				1	1	
	%	100.0%	44.1%	55.9%	8.8%	2.9%	32.4%	44.1%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	2.9%	2.9%
From Temporary	#	15	6	9	1		5	9										
	%	100.0%	40.0%	60.0%	6.7%	0.0%	33.3%	60.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Hires	#	49	21	28	4	1	16	24				2				1	1	
	%	100.0%	42.9%	57.1%	8.2%	2.0%	32.7%	49.0%	0.0%	0.0%	0.0%	4.1%	0.0%	0.0%	0.0%	2.0%	2.0%	
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
From Pathways Intern (Perm. appointment)	#	4	2	2			2	2										
	%	100.0%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Biological Science Technician (0404)																		
Accessions	#	12	6	6			5	6					1					
	%	100.0%	50.0%	50.0%	0.0%	0.0%	41.7%	50.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	10	8	2	1		7	2										
	%	100.0%	80.0%	20.0%	10.0%	0.0%	70.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Hires	#	22	14	8	1		12	8					1					
	%	100.0%	63.6%	36.4%	4.5%	0.0%	54.5%	36.4%	0.0%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.6%	47.4%	3.4%	5.4%	37.6%	32.3%	4.2%	2.7%	5.2%	5.9%	0.1%	0.0%	1.6%	0.6%	0.5%	0.4%
From Pathways Intern (Perm. appointment)	#	2	1	1			1	1										
	%	100.0%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fish and Wildlife Administration (0480)																		
Accessions	#	1		1				1										
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	#	1		1				1										
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
From Pathways Intern (Perm. appointment)	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fish Biology (0482)																		
Accessions	#	9	7	2			6	2			1							
	%	100.0%	77.8%	22.2%	0.0%	0.0%	66.7%	22.2%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	30	22	8	2		20	8										
	%	100.0%	73.3%	26.7%	6.7%	0.0%	66.7%	26.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Hires	#	39	29	10	2		26	10			1							
	%	100.0%	74.4%	25.6%	5.1%	0.0%	66.7%	25.6%	0.0%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
From Pathways Intern (Perm. appointment)	#	2	1	1	1			1										
	%	100.0%	50.0%	50.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Wildlife Refuge Management (0485)																		
Accessions	#	3	2	1	1		1			1								
	%	100.0%	66.7%	33.3%	33.3%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	2	1	1			1	1										
	%	100.0%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018
Table A7-Alt: HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex - Permanent Workforce

Job Title/Series Agency Rate Occupational CLF	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	#	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
							Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total Hires	#	5	3	2	1		2	1		1								
	%	100.0%	60.0%	40.0%	20.0%	0.0%	40.0%	20.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
From Pathways Intern (Perm. appointment)	#	2	1	1			1	1										
	%	100.0%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Wildlife Biology (0486)																		
Accessions	#	4	2	2			2	2										
	%	100.0%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	2		2				2										
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Hires	#	6	2	4			2	4										
	%	100.0%	33.3%	66.7%	0.0%	0.0%	33.3%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
From Pathways Intern (Perm. appointment)	#	1		1				1										
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Criminal Investigating (1811)																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
From Temporary	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.0%	0.8%	0.3%	0.4%	0.2%
From Pathways Intern (Perm. appointment)	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Land Management LE & Conservation LE (0025LE & 1801LE)																		
Accessions	#	12	10	2	3		6	2						1				
	%	100.0%	83.3%	16.7%	25.0%	0.0%	50.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%
From Temporary	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	#	12	10	2	3		6	2						1				
	%	100.0%	83.3%	16.7%	25.0%	0.0%	50.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.8%	0.3%	0.4%	0.2%	0.2%
From Pathways Intern (Perm. appointment)	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Fish & Wildlife Service - Servicewide FY2018
Table A7-Alt: HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex - Temporary Workforce

Job Title/Series Agency Rate Occupational CLF	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
General Natural Resources Management and Biological Sciences (0401)																		
Accessions	#	27	10	17	1	1	9	16										
	%	100.0%	37.0%	63.0%	3.7%	3.7%	33.3%	59.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Biological Science Technician (0404)																		
Accessions	#	306	160	146	8	3	138	130	1		6	3		1	6	6	1	3
	%	100.0%	52.3%	47.7%	2.6%	1.0%	45.1%	42.5%	0.3%	0.0%	2.0%	1.0%	0.0%	0.3%	2.0%	2.0%	0.3%	1.0%
Occupational CLF	%	100%	52.6%	47.4%	3.4%	5.4%	37.6%	32.3%	4.2%	2.7%	5.2%	5.9%	0.1%	0.0%	1.6%	0.6%	0.5%	0.4%
Fish and Wildlife Administration (0480)																		
Accessions	#	1	1				1											
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Fish Biology (0482)																		
Accessions	#	11	9	2	2		7	2										
	%	100.0%	81.8%	18.2%	18.2%	0.0%	63.6%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Wildlife Refuge Management (0485)																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Wildlife Biology (0486)																		
Accessions	#	2	2		1		1											
	%	100.0%	100.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Occupational CLF	%	100%	52.0%	48.0%	2.4%	2.2%	44.3%	39.5%	1.4%	1.6%	3.2%	4.1%	0.1%	0.0%	0.5%	0.4%	0.2%	0.2%
Criminal Investigating (1811)																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.0%	0.8%	0.3%	0.4%	0.2%
Land Management LE & Conservation LE (0025LE & 1801LE)																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Occupational CLF	%	100%	76.3%	23.7%	8.2%	3.0%	57.9%	15.3%	7.5%	4.4%	1.6%	0.5%	0.1%	0.0%	0.8%	0.3%	0.4%	0.2%

Fish & Wildlife Service - Servicewide FY2018
Table A8: NEW HIRES BY TYPE OF APPOINTMENT - Distribution by Race/Ethnicity and Sex

Employment Tenure	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Permanent Workforce																		
Accessions	#	203	118	85	10	7	99	69	1	2	3	4	1		3	1	1	2
	%	100.0%	58.1%	41.9%	4.9%	3.4%	48.8%	34.0%	0.5%	1.0%	1.5%	2.0%	0.5%	0.0%	1.5%	0.5%	0.5%	1.0%
From Temporary	#	90	62	28	4		57	26				1			1	1		
	%	100.0%	68.9%	31.1%	4.4%	0.0%	63.3%	28.9%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	1.1%	1.1%	0.0%	0.0%
Total Hires	#	293	180	113	14	7	156	95	1	2	3	5	1		4	2	1	2
	%	100.0%	61.4%	38.6%	4.8%	2.4%	53.2%	32.4%	0.3%	0.7%	1.0%	1.7%	0.3%	0.0%	1.4%	0.7%	0.3%	0.7%
Temporary Workforce																		
Accessions	#	650	387	263	23	9	338	227	5	1	8	6	1	3	11	13	1	4
	%	100.0%	59.5%	40.5%	3.5%	1.4%	52.0%	34.9%	0.8%	0.2%	1.2%	0.9%	0.2%	0.5%	1.7%	2.0%	0.2%	0.6%
Non-Appropriated Workforce																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total - Permanent & Temporary																		
Accessions	#	853	505	348	33	16	437	296	6	3	11	10	2	3	14	14	2	6
	%	100.0%	59.2%	40.8%	3.9%	1.9%	51.2%	34.7%	0.7%	0.4%	1.3%	1.2%	0.2%	0.4%	1.6%	1.6%	0.2%	0.7%
All Occupations CLF	%	100%	51.9%	48.1%	5.2%	4.8%	38.3%	34.0%	5.5%	6.5%	2.0%	1.9%	0.1%	0.1%	0.6%	0.5%	0.3%	0.3%
Organizational CLF	%	100%	54.4%	45.6%	3.6%	3.2%	43.8%	35.1%	3.2%	3.5%	2.7%	3.2%	0.1%	0.1%	0.7%	0.4%	0.3%	0.2%

All Occupations CLF is based on all workers in all Census Occupation groups.
 Organizational CLF is based on the number of incumbants in each occupation in the organization.

Fish & Wildlife Service - Servicewide FY2018

**Table A9-1: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex
Based on occupational series of employee after the promotion**

Actions	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Job Series of Vacancy: General Natural Resources Management and Biological Sciences (0401)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	28	16	12	1		14	10				1	1	1			
	%	100.0%	57.1%	42.9%	3.6%	0.0%	50.0%	35.7%	0.0%	0.0%	0.0%	3.6%	3.6%	3.6%	0.0%	0.0%	0.0%
Relevant Pool	#	1,746	985	761	54	32	869	663	5	16	24	32	2	4	27	10	4
	%	100.0%	56.4%	43.6%	3.1%	1.8%	49.8%	38.0%	0.3%	0.9%	1.4%	1.8%	0.1%	0.2%	1.5%	0.6%	0.2%
Job Series of Vacancy: Biological Science Technician (0404)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	3	2	1			2	1									
	%	100.0%	66.7%	33.3%	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	133	104	29	5	5	93	21	1	1	1	1	2	1	2		
	%	100.0%	78.2%	21.8%	3.8%	3.8%	69.9%	15.8%	0.8%	0.8%	0.8%	0.8%	1.5%	0.8%	1.5%	0.0%	0.0%
Job Series of Vacancy: Fish and Wildlife Administration (0480)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	8	4	4			4	4									
	%	100.0%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	250	159	91	6	6	145	77	3	3		1		4	4	1	
	%	100.0%	63.6%	36.4%	2.4%	2.4%	58.0%	30.8%	1.2%	1.2%	0.0%	0.4%	0.0%	0.0%	1.6%	1.6%	0.4%
Job Series of Vacancy: Fish Biology (0482)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	22	17	5		1	17	3				1					
	%	100.0%	77.3%	22.7%	0.0%	4.5%	77.3%	13.6%	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	560	432	128	18	3	386	119	10	4	7			11	2		
	%	100.0%	77.1%	22.9%	3.2%	0.5%	68.9%	21.3%	1.8%	0.7%	1.3%	0.0%	0.0%	2.0%	0.4%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018
Table A9-1: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex
Based on occupational series of employee after the promotion

Actions	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Relevant Pool	% 100.0%	77.1%	22.9%	3.2%	0.5%	68.9%	21.3%	1.8%	0.7%	1.3%	0.0%	0.0%	0.0%	2.0%	0.4%	0.0%	0.0%
Job Series of Vacancy: Wildlife Refuge Management (0485)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	7	4	3			3	2	1			1					
	%	100.0%	57.1%	42.9%	0.0%	0.0%	42.9%	28.6%	14.3%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	577	417	160	20	13	360	133	9	2	6	4		19	8	3	
	%	100.0%	72.3%	27.7%	3.5%	2.3%	62.4%	23.1%	1.6%	0.3%	1.0%	0.7%	0.0%	0.0%	3.3%	1.4%	0.5%
Job Series of Vacancy: Wildlife Biology (0486)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	3		3				3									
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	511	311	200	15	9	277	180	5	2	1	6	1	10	3	2	
	%	100.0%	60.9%	39.1%	2.9%	1.8%	54.2%	35.2%	1.0%	0.4%	0.2%	1.2%	0.2%	2.0%	0.6%	0.4%	0.0%
Job Series of Vacancy: Criminal Investigating (1811)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	4	4				4										
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	227	197	30	15	3	168	21	7	1	1	3	1	5	1	1	
	%	100.0%	86.8%	13.2%	6.6%	1.3%	74.0%	9.3%	3.1%	0.4%	0.4%	1.3%	0.4%	2.2%	0.4%	0.0%	0.4%
Job Series of Vacancy: Park Ranger (LE/Refuge), Land Mgmt LE & Conservation LE (0025LE & 1801LE)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	5	4	1	1	1	2				1						
	%	100.0%	80.0%	20.0%	20.0%	20.0%	40.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018

**Table A9-1: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex
Based on occupational series of employee after the promotion**

Actions	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Relevant Pool	#	244	225	19	20	2	187	15	5		5		1		6	2	1	
	%	100.0%	92.2%	7.8%	8.2%	0.8%	76.6%	6.1%	2.0%	0.0%	2.0%	0.0%	0.4%	0.0%	2.5%	0.8%	0.4%	0.0%

Fish & Wildlife Service - Servicewide FY2018

**Table A9-2: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex
Based on occupational series of employee before the promotion**

Action	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Job Series of Applicant: General Natural Resources Management and Biological Sciences (0401)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	25	13	12	1		11	9				2	1	1			
	%	100.0%	52.0%	48.0%	4.0%	0.0%	44.0%	36.0%	0.0%	0.0%	0.0%	8.0%	4.0%	4.0%	0.0%	0.0%	0.0%
Relevant Pool	#	1,746	985	761	54	32	869	663	5	16	24	32	2	4	27	10	4
	%	100.0%	56.4%	43.6%	3.1%	1.8%	49.8%	38.0%	0.3%	0.9%	1.4%	1.8%	0.1%	0.2%	1.5%	0.6%	0.2%
Job Series of Applicant: Biological Science Technician (0404)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	7	3	4		1	2	3	1								
	%	100.0%	42.9%	57.1%	0.0%	14.3%	28.6%	42.9%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	133	104	29	5	5	93	21	1	1	1	1	2	1	2		
	%	100.0%	78.2%	21.8%	3.8%	3.8%	69.9%	15.8%	0.8%	0.8%	0.8%	0.8%	1.5%	0.8%	1.5%	0.0%	0.0%
Job Series of Applicant: Fish and Wildlife Administration (0480)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	2	1	1			1	1									
	%	100.0%	50.0%	50.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	250	159	91	6	6	145	77	3	3		1		4	4	1	
	%	100.0%	63.6%	36.4%	2.4%	2.4%	58.0%	30.8%	1.2%	1.2%	0.0%	0.4%	0.0%	0.0%	1.6%	1.6%	0.4%
Job Series of Applicant: Fish Biology (0482)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	19	15	4			15	4									
	%	100.0%	78.9%	21.1%	0.0%	0.0%	78.9%	21.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	560	432	128	18	3	386	119	10	4	7			11	2		
	%	100.0%	77.1%	22.9%	3.2%	0.5%	68.9%	21.3%	1.8%	0.7%	1.3%	0.0%	0.0%	2.0%	0.4%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018

**Table A9-2: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex
Based on occupational series of employee before the promotion**

Action	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Relevant Pool	% 100.0%	77.1%	22.9%	3.2%	0.5%	68.9%	21.3%	1.8%	0.7%	1.3%	0.0%	0.0%	0.0%	2.0%	0.4%	0.0%	0.0%
Job Series of Applicant: Wildlife Refuge Management (0485)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	8	5	3			5	3									
	%	100.0%	62.5%	37.5%	0.0%	0.0%	62.5%	37.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	577	417	160	20	13	360	133	9	2	6	4		19	8	3	
	%	100.0%	72.3%	27.7%	3.5%	2.3%	62.4%	23.1%	1.6%	0.3%	1.0%	0.7%	0.0%	3.3%	1.4%	0.5%	0.0%
Job Series of Applicant: Wildlife Biology (0486)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	3		3				3									
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	511	311	200	15	9	277	180	5	2	1	6	1	10	3	2	
	%	100.0%	60.9%	39.1%	2.9%	1.8%	54.2%	35.2%	1.0%	0.4%	0.2%	1.2%	0.2%	2.0%	0.6%	0.4%	0.0%
Job Series of Applicant: Criminal Investigating (1811)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	4	4				4										
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	227	197	30	15	3	168	21	7	1	1	3	1	5	1		1
	%	100.0%	86.8%	13.2%	6.6%	1.3%	74.0%	9.3%	3.1%	0.4%	0.4%	1.3%	0.4%	2.2%	0.4%	0.0%	0.4%
Job Series of Applicant: Park Ranger (LE/Refuge), Land Mgmt LE & Conservation LE (0025LE & 1801LE)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	5	4	1	1	1	2				1						
	%	100.0%	80.0%	20.0%	20.0%	20.0%	40.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018

**Table A9-2: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex
Based on occupational series of employee before the promotion**

Action	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Relevant Pool	#	244	225	19	20	2	187	15	5		5		1		6	2	1	
	%	100.0%	92.2%	7.8%	8.2%	0.8%	76.6%	6.1%	2.0%	0.0%	2.0%	0.0%	0.4%	0.0%	2.5%	0.8%	0.4%	0.0%

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table A10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE - Distribution by Race/Ethnicity and Sex

Permanent Workforce	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Total Eligible for Career Ladder Promotions	#	96	62	34	8	1	44	26	3	3	4			1	3	2		1
	%	100.0%	64.6%	35.4%	8.3%	1.0%	45.8%	27.1%	3.1%	3.1%	4.2%	0.0%	0.0%	1.0%	3.1%	2.1%	0.0%	1.0%
Time in grade in excess of minimum																		
1 - 12 months	#	60	37	23	6	1	24	20	3	1	2				2			1
	%	100.0%	61.7%	38.3%	10.0%	1.7%	40.0%	33.3%	5.0%	1.7%	3.3%	0.0%	0.0%	0.0%	3.3%	0.0%	0.0%	1.7%
13 - 24 months	#	11	9	2	1		7	1			1					1		
	%	100.0%	81.8%	18.2%	9.1%	0.0%	63.6%	9.1%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%
25+ months	#	25	16	9	1		13	5		2	1			1	1	1		
	%	100.0%	64.0%	36.0%	4.0%	0.0%	52.0%	20.0%	0.0%	8.0%	4.0%	0.0%	0.0%	4.0%	4.0%	4.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018

Table A11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, AND SES) by Race/Ethnicity and Sex

Action	Total Workforce			Hispanic or Latino		Not Hispanic or Latino											
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races	
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-13 Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	19	6	13			5	9		1		2	1	1			
	%	100.0%	31.6%	68.4%	0.0%	0.0%	26.3%	47.4%	0.0%	5.3%	0.0%	10.5%	5.3%	5.3%	0.0%	0.0%	0.0%
Relevant Pool	#	1,758	1,002	756	44	40	869	624	32	53	18	20	3	5	30	10	6
	%	100.0%	57.0%	43.0%	2.5%	2.3%	49.4%	35.5%	1.8%	3.0%	1.0%	1.1%	0.2%	0.3%	1.7%	0.6%	0.3%
GS-14 Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	14	8	6			8	5				1					
	%	100.0%	57.1%	42.9%	0.0%	0.0%	57.1%	35.7%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	1,468	928	540	45	38	814	424	26	36	16	25	1	1	23	15	3
	%	100.0%	63.2%	36.8%	3.1%	2.6%	55.4%	28.9%	1.8%	2.5%	1.1%	1.7%	0.1%	0.1%	1.6%	1.0%	0.2%
GS-15 Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	2	2				2										
	%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	580	379	201	17	9	338	168	10	11	3	6	1		9	6	1
	%	100.0%	65.3%	34.7%	2.9%	1.6%	58.3%	29.0%	1.7%	1.9%	0.5%	1.0%	0.2%	0.0%	1.6%	1.0%	0.2%
Senior Executive Service Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Relevant Pool	#	159	105	54	8	5	85	46	3	3	2			6		1	
	%	100.0%	66.0%	34.0%	5.0%	3.1%	53.5%	28.9%	1.9%	1.9%	1.3%	0.0%	0.0%	0.0%	3.8%	0.0%	0.6%

Fish & Wildlife Service - Servicewide FY2018
Table A13: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Type of Award	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Time-Off awards: 1-9 hours																		
Total Time-Off Awards Given	#	304	166	138	8	10	141	107	4	7	9	11	1	3	3			
	%	100.0%	54.6%	45.4%	2.6%	3.3%	46.4%	35.2%	1.3%	2.3%	3.0%	3.6%	0.3%	0.0%	1.0%	1.0%	0.0%	0.0%
Total Hours	#	2,122	1,199	923	56	70	1,025	727	20	48	65	54	8	25	24			
Average Hours	#	7	7	7	7	7	7	7	5	7	7	5	8	-	8	8	-	-
Time-Off awards: 9+ hours																		
Total Time-Off Awards Given	#	2,849	1,508	1,341	74	76	1,294	1,082	49	83	40	44	1	6	43	42	7	8
	%	100.0%	52.9%	47.1%	2.6%	2.7%	45.4%	38.0%	1.7%	2.9%	1.4%	1.5%	0.0%	0.2%	1.5%	1.5%	0.2%	0.3%
Total Hours	#	85,899	44,980	40,919	2,210	2,274	38,760	33,188	1,489	2,377	1,110	1,345	24	166	1,194	1,311	193	258
Average Hours	#	30	30	31	30	30	30	31	30	29	28	31	24	28	28	31	28	32
Cash Awards: \$100 - \$500																		
Total Cash Awards Given	#	1,101	636	465	28	40	558	372	17	15	8	16	1	3	21	18	3	1
	%	100.0%	57.8%	42.2%	2.5%	3.6%	50.7%	33.8%	1.5%	1.4%	0.7%	1.5%	0.1%	0.3%	1.9%	1.6%	0.3%	0.1%
Total Amount	\$	\$417,821	\$240,576	\$177,245	\$11,348	\$15,621	\$210,300	\$141,387	\$6,497	\$5,640	\$3,679	\$6,333	\$250	\$1,333	\$7,582	\$6,448	\$920	\$483
Average Amount	\$	\$379	\$378	\$381	\$405	\$391	\$377	\$380	\$382	\$376	\$460	\$396	\$250	\$444	\$361	\$358	\$307	\$483
Cash Awards: \$501+																		
Total Cash Awards Given	#	6,320	3,697	2,623	230	169	3,177	2,098	98	185	67	90	9	10	101	65	15	6
	%	100.0%	58.5%	41.5%	3.6%	2.7%	50.3%	33.2%	1.6%	2.9%	1.1%	1.4%	0.1%	0.2%	1.6%	1.0%	0.2%	0.1%
Total Amount	\$	#####	\$6,417,906	#####	\$379,417	\$316,064	#####	#####	\$188,112	\$378,843	\$111,086	\$136,598	\$16,679	\$19,072	\$169,166	\$99,568	\$20,871	\$10,540
Average Amount	\$	\$1,743	\$1,736	\$1,754	\$1,650	\$1,870	\$1,741	\$1,735	\$1,920	\$2,048	\$1,658	\$1,518	\$1,853	\$1,907	\$1,675	\$1,532	\$1,391	\$1,757
Senior Executive Service Performance Awards																		
Total Cash Awards Given	#	17	11	6	1		8	6	2									
	%	100.0%	64.7%	35.3%	5.9%	0.0%	47.1%	35.3%	11.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Amount	\$	\$236,004	\$158,688	\$77,316	\$11,865		\$121,528	\$77,316	\$25,295									
Average Amount	\$	\$13,883	\$14,426	\$12,886	\$11,865	-	\$15,191	\$12,886	\$12,648	-	-	-	-	-	-	-	-	-
Quality Step Increases (QSIs)																		
Total QSIs Awarded	#	367	172	195	9	14	151	151	6	13	1	13		1	4	3	1	
	%	100.0%	46.9%	53.1%	2.5%	3.8%	41.1%	41.1%	1.6%	3.5%	0.3%	3.5%	0.0%	0.3%	1.1%	0.8%	0.3%	0.0%
Total Benefit	\$	#####	\$497,355	\$522,295	\$28,819	\$34,415	\$435,937	\$413,430	\$14,977	\$27,593	\$985	\$36,454		\$2,668	\$13,637	\$7,735	\$3,000	
Average Benefit	\$	\$2,778	\$2,892	\$2,678	\$3,202	\$2,458	\$2,887	\$2,738	\$2,496	\$2,123	\$985	\$2,804	-	\$2,668	\$3,409	\$2,578	\$3,000	-

Fish & Wildlife Service - Servicewide FY2018

Table A14: SEPARATIONS BY TYPE OF SEPARATION - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Type of Separation	Total Workforce			Hispanic or Latino		Not Hispanic or Latino												
	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Island		American Indian or Alaska Native		Two or more Races		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Voluntary	#	724	415	309	24	16	348	238	10	28	9	9	2	2	19	14	3	2
	%	100.0%	57.3%	42.7%	3.3%	2.2%	48.1%	32.9%	1.4%	3.9%	1.2%	1.2%	0.3%	0.3%	2.6%	1.9%	0.4%	0.3%
Involuntary	#	19	12	7	2		10	6		1								
	%	100.0%	63.2%	36.8%	10.5%	0.0%	52.6%	31.6%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
RIF	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Separations	#	743	427	316	26	16	358	244	10	29	9	9	2	2	19	14	3	2
	%	100.0%	57.5%	42.5%	3.5%	2.2%	48.2%	32.8%	1.3%	3.9%	1.2%	1.2%	0.3%	0.3%	2.6%	1.9%	0.4%	0.3%
Total Permanent Workforce (9/30/2017)	#	8,040	4,763	3,277	293	213	4,018	2,595	154	227	101	111	12	18	162	97	23	16
	%	100.0%	59.2%	40.8%	3.6%	2.6%	50.0%	32.3%	1.9%	2.8%	1.3%	1.4%	0.1%	0.2%	2.0%	1.2%	0.3%	0.2%

Fish & Wildlife Service - Servicewide FY2018
Table B1: TOTAL WORKFORCE - Distribution by Disability

Employment Tenure	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Total Workforce																		
Prior FY	#	9,007	7,708	372	927	195		4	38	12	10	10	37	16	1	65		2
	%	100.0%	85.6%	4.1%	10.3%	2.2%	0.0%	0.0%	0.4%	0.1%	0.1%	0.1%	0.4%	0.2%	0.0%	0.7%	0.0%	0.0%
Current FY	#	8,494	7,274	356	864	181		5	38	10	9	9	32	15	2	59		2
	%	100.0%	85.6%	4.2%	10.2%	2.1%	0.0%	0.1%	0.4%	0.1%	0.1%	0.1%	0.4%	0.2%	0.0%	0.7%	0.0%	0.0%
Federal Goal	%				12.0%	2.0%												
Difference	#	-513	-434	-16	-63	-14	0	1	0	-2	-1	-1	-5	-1	1	-6	0	0
Ratio Change	%	-	0.1%	0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net Change	%	-5.7%	-5.6%	-4.3%	-6.8%	-7.2%	-	25.0%	0.0%	-16.7%	-10.0%	-10.0%	-13.5%	-6.3%	100.0%	-9.2%	-	0.0%
Permanent Workforce																		
Prior FY	#	8,040	6,907	303	830	175		3	35	11	8	10	34	12	1	59		2
	%	100.0%	85.9%	3.8%	10.3%	2.2%	0.0%	0.0%	0.4%	0.1%	0.1%	0.1%	0.4%	0.1%	0.0%	0.7%	0.0%	0.0%
Current FY	#	7,578	6,521	285	772	158		3	33	9	8	9	30	11	1	52		2
	%	100.0%	86.1%	3.8%	10.2%	2.1%	0.0%	0.0%	0.4%	0.1%	0.1%	0.1%	0.4%	0.1%	0.0%	0.7%	0.0%	0.0%
Difference	#	-462	-386	-18	-58	-17	0	0	-2	-2	0	-1	-4	-1	0	-7	0	0
Ratio Change	%	-	0.1%	0.0%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Net Change	%	-5.7%	-5.6%	-5.9%	-7.0%	-9.7%	-	0.0%	-5.7%	-18.2%	0.0%	-10.0%	-11.8%	-8.3%	0.0%	-11.9%	-	0.0%
Temporary Workforce																		
Prior FY	#	967	801	69	97	20		1	3	1	2		3	4		6		
	%	100.0%	82.8%	7.1%	10.0%	2.1%	0.0%	0.1%	0.3%	0.1%	0.2%	0.0%	0.3%	0.4%	0.0%	0.6%	0.0%	0.0%
Current FY	#	916	753	71	92	23		2	5	1	1		2	4	1	7		
	%	100.0%	82.2%	7.8%	10.0%	2.5%	0.0%	0.2%	0.5%	0.1%	0.1%	0.0%	0.2%	0.4%	0.1%	0.8%	0.0%	0.0%
Difference	#	-51	-48	2	-5	3	0	1	2	0	-1	0	-1	0	1	1	0	0
Ratio Change	%	-	-0.6%	0.6%	0.0%	0.4%	0.0%	0.1%	0.2%	0.0%	-0.1%	0.0%	-0.1%	0.0%	0.1%	0.1%	0.0%	0.0%
Net Change	%	-5.3%	-6.0%	2.9%	-5.2%	15.0%	-	100.0%	66.7%	0.0%	-50.0%	-	-33.3%	0.0%	-	16.7%	-	-
Non-Appropriated Workforce																		
Prior FY	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Current FY	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Difference	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ratio Change	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Net Change	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table B2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Disability

Component	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Total	#	7,578	6,521	285	772	158		3	33	9	8	9	30	11	1	52		2
	%	100.0%	86.1%	3.8%	10.2%	2.1%	0.0%	0.0%	0.4%	0.1%	0.1%	0.1%	0.4%	0.1%	0.0%	0.7%	0.0%	0.0%
Federal Goal				12.0%	2.0%													
Region 1	#	911	762	47	102	19			3	1	1	1	4	3		5		1
	%	100.0%	83.6%	5.2%	11.2%	2.1%	0.0%	0.0%	0.3%	0.1%	0.1%	0.1%	0.4%	0.3%	0.0%	0.5%	0.0%	0.1%
Region 2	#	750	644	21	85	14			1	1		1	3	1		6		1
	%	100.0%	85.9%	2.8%	11.3%	1.9%	0.0%	0.0%	0.1%	0.1%	0.0%	0.1%	0.4%	0.1%	0.0%	0.8%	0.0%	0.1%
Region 3	#	853	733	45	75	12		1	2	1	1	1	3			3		
	%	100.0%	85.9%	5.3%	8.8%	1.4%	0.0%	0.1%	0.2%	0.1%	0.1%	0.1%	0.4%	0.0%	0.0%	0.4%	0.0%	0.0%
Region 4	#	1,137	989	44	104	19		1	3		1	2	4	1		7		
	%	100.0%	87.0%	3.9%	9.1%	1.7%	0.0%	0.1%	0.3%	0.0%	0.1%	0.2%	0.4%	0.1%	0.0%	0.6%	0.0%	0.0%
Region 5	#	659	568	25	66	18		1	6		1	1	5	2		2		
	%	100.0%	86.2%	3.8%	10.0%	2.7%	0.0%	0.2%	0.9%	0.0%	0.2%	0.2%	0.8%	0.3%	0.0%	0.3%	0.0%	0.0%
Region 6	#	743	663	15	65	15			5	2			2		1	5		
	%	100.0%	89.2%	2.0%	8.7%	2.0%	0.0%	0.0%	0.7%	0.3%	0.0%	0.0%	0.3%	0.0%	0.1%	0.7%	0.0%	0.0%
Region 7	#	440	365	26	49	13			6	1		1	1	1		3		
	%	100.0%	83.0%	5.9%	11.1%	3.0%	0.0%	0.0%	1.4%	0.2%	0.0%	0.2%	0.2%	0.2%	0.0%	0.7%	0.0%	0.0%
Region 8	#	751	662	22	67	10			2		1		2			5		
	%	100.0%	88.1%	2.9%	8.9%	1.3%	0.0%	0.0%	0.3%	0.0%	0.1%	0.0%	0.3%	0.0%	0.0%	0.7%	0.0%	0.0%
Headquarters	#	1,334	1,135	40	159	38			5	3	3	2	6	3		16		
	%	100.0%	85.1%	3.0%	11.9%	2.8%	0.0%	0.0%	0.4%	0.2%	0.2%	0.1%	0.4%	0.2%	0.0%	1.2%	0.0%	0.0%

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table B3-1: OCCUPATIONAL CATEGORIES - Distribution by Disability - Participation Rate in Occupational Category (Permanent Workforce)

Occupational Category	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
1. Officials and Managers ▼																		
Executive/Senior Level (Grades 15 and Above)	#	133	117	4	12													
	%	100.0%	88.0%	3.0%	9.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mid-level (Grades 13-14)	#	963	873	31	59	16		1	6	2			2	1		3		1
	%	100.0%	90.7%	3.2%	6.1%	1.7%	0.0%	0.1%	0.6%	0.2%	0.0%	0.0%	0.2%	0.1%	0.0%	0.3%	0.0%	0.1%
First-Level (Grades 12 and Below)	#	428	393	8	27	4			2				1			1		
	%	100.0%	91.8%	1.9%	6.3%	0.9%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.2%	0.0%	0.0%
Other	#	1,301	1,050	58	193	42			6	2	2	4	8	3		17		
	%	100.0%	80.7%	4.5%	14.8%	3.2%	0.0%	0.0%	0.5%	0.2%	0.2%	0.3%	0.6%	0.2%	0.0%	1.3%	0.0%	0.0%
Officials and Managers TOTAL	#	2,825	2,433	101	291	62		1	14	4	2	4	11	4		21		1
	%	100.0%	86.1%	3.6%	10.3%	2.2%	0.0%	0.0%	0.5%	0.1%	0.1%	0.1%	0.4%	0.1%	0.0%	0.7%	0.0%	0.0%
2. Professionals	#	3,087	2,740	102	245	46			12	3	3	3	4	4		16		1
	%	100.0%	88.8%	3.3%	7.9%	1.5%	0.0%	0.0%	0.4%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.5%	0.0%	0.0%
3. Technicians	#	255	226	10	19	1										1		
	%	100.0%	88.6%	3.9%	7.5%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%
4. Sales Workers	#	-	-	-	-	-												
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5. Administrative Support Workers	#	512	346	30	136	42		2	7	1	2	2	10	3	1	14		
	%	100.0%	67.6%	5.9%	26.6%	8.2%	0.0%	0.4%	1.4%	0.2%	0.4%	0.4%	2.0%	0.6%	0.2%	2.7%	0.0%	0.0%
6. Craft Workers	#	472	398	24	50	1							1					
	%	100.0%	84.3%	5.1%	10.6%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%
7. Operatives	#	10	8	2														
	%	100.0%	80.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
8. Laborers and Helpers	#	54	41	5	8													
	%	100.0%	75.9%	9.3%	14.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
9. Service Workers	#	358	324	11	23	6				1	1		4					
	%	100.0%	90.5%	3.1%	6.4%	1.7%	0.0%	0.0%	0.0%	0.3%	0.3%	0.0%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%

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Table B3-2: OCCUPATIONAL CATEGORIES - Distribution by Disability - Participation Rate in Total Permanent Workforce

Occupational Category	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
1. Officials and Managers ▼																		
Executive/Senior Level (Grades 15 and Above)	#	133	117	4	12													
	%	1.8%	1.8%	1.4%	1.6%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
Mid-level (Grades 13-14)	#	963	873	31	59	16		1	6	2		2	1		3		1	
	%	12.7%	13.4%	10.9%	7.6%	10.1%	-	33.3%	18.2%	22.2%	0.0%	0.0%	6.7%	9.1%	0.0%	5.8%	-	50.0%
First-Level (Grades 12 and Below)	#	428	393	8	27	4			2			1			1			
	%	5.6%	6.0%	2.8%	3.5%	2.5%	-	0.0%	6.1%	0.0%	0.0%	0.0%	3.3%	0.0%	0.0%	1.9%	-	0.0%
Other	#	1,301	1,050	58	193	42			6	2	2	4	8	3		17		
	%	17.2%	16.1%	20.4%	25.0%	26.6%	-	0.0%	18.2%	22.2%	25.0%	44.4%	26.7%	27.3%	0.0%	32.7%	-	0.0%
Officials and Managers TOTAL	#	2,825	2,433	101	291	62		1	14	4	2	4	11	4		21		1
	%	37.3%	37.3%	35.4%	37.7%	39.2%	-	33.3%	42.4%	44.4%	25.0%	44.4%	36.7%	36.4%	0.0%	40.4%	-	50.0%
2. Professionals	#	3,087	2,740	102	245	46			12	3	3	3	4	4		16		1
	%	40.7%	42.0%	35.8%	31.7%	29.1%	-	0.0%	36.4%	33.3%	37.5%	33.3%	13.3%	36.4%	0.0%	30.8%	-	50.0%
3. Technicians	#	255	226	10	19	1										1		
	%	3.4%	3.5%	3.5%	2.5%	0.6%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%	-	0.0%
4. Sales Workers	#																	
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
5. Administrative Support Workers	#	512	346	30	136	42		2	7	1	2	2	10	3	1	14		
	%	6.8%	5.3%	10.5%	17.6%	26.6%	-	66.7%	21.2%	11.1%	25.0%	22.2%	33.3%	27.3%	100.0%	26.9%	-	0.0%
6. Craft Workers	#	472	398	24	50	1							1					
	%	6.2%	6.1%	8.4%	6.5%	0.6%	-	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	0.0%	0.0%	0.0%	-	0.0%
7. Operatives	#	10	8	2														
	%	0.1%	0.1%	0.7%	0.0%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
8. Laborers and Helpers	#	54	41	5	8													
	%	0.7%	0.6%	1.8%	1.0%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
9. Service Workers	#	358	324	11	23	6				1	1		4					
	%	4.7%	5.0%	3.9%	3.0%	3.8%	-	0.0%	0.0%	11.1%	12.5%	0.0%	13.3%	0.0%	0.0%	0.0%	-	0.0%
Permanent Workforce	#	7,578	6,521	285	772	158		3	33	9	8	9	30	11	1	52		2
	%	100.0%	100.0%	100.0%	100.0%	100.0%	-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	100.0%

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Table B4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability - Permanent Workforce

GS/GM, SES & Related Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
GS-01	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
GS-02	#	3	1	2														
	%	100.0%	33.3%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
GS-03	#	4	1	3	2								1	1				
	%	100.0%	0.0%	25.0%	75.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	25.0%	0.0%	0.0%	
GS-04	#	31	18	2	11	5		1	1	1			1	1				
	%	100.0%	58.1%	6.5%	35.5%	16.1%	0.0%	3.2%	3.2%	3.2%	0.0%	0.0%	3.2%	3.2%	0.0%	0.0%	0.0%	
GS-05	#	174	124	11	39	12			4				4	1		3		
	%	100.0%	71.3%	6.3%	22.4%	6.9%	0.0%	0.0%	2.3%	0.0%	0.0%	0.0%	2.3%	0.6%	0.0%	1.7%	0.0%	
GS-06	#	162	123	8	31	10		1	1				2	1		5		
	%	100.0%	75.9%	4.9%	19.1%	6.2%	0.0%	0.6%	0.6%	0.0%	0.0%	0.0%	1.2%	0.6%	0.0%	3.1%	0.0%	
GS-07	#	460	354	33	73	16			1	1			5			9		
	%	100.0%	77.0%	7.2%	15.9%	3.5%	0.0%	0.0%	0.2%	0.2%	0.0%	0.0%	1.1%	0.0%	0.0%	2.0%	0.0%	
GS-08	#	108	88	3	17	3							2		1			
	%	100.0%	81.5%	2.8%	15.7%	2.8%	0.0%	0.0%	0.0%	0.0%	1.9%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	
GS-09	#	828	692	39	97	22			2				3	4	4		9	
	%	100.0%	83.6%	4.7%	11.7%	2.7%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.4%	0.5%	0.5%	0.0%	1.1%	
GS-10	#	8	7		1													
	%	100.0%	87.5%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
GS-11	#	1,486	1,292	42	152	31			7	2	4	1	5	1		11		
	%	100.0%	86.9%	2.8%	10.2%	2.1%	0.0%	0.0%	0.5%	0.1%	0.3%	0.1%	0.3%	0.1%	0.0%	0.7%	0.0%	
GS-12	#	1,672	1,485	55	132	27			9	2	2	2	3			8	1	
	%	100.0%	88.8%	3.3%	7.9%	1.6%	0.0%	0.0%	0.5%	0.1%	0.1%	0.1%	0.2%	0.0%	0.0%	0.5%	0.1%	
GS-13	#	1,394	1,249	40	105	19		1	8				1	4	1		4	
	%	100.0%	89.6%	2.9%	7.5%	1.4%	0.0%	0.1%	0.6%	0.0%	0.0%	0.0%	0.1%	0.3%	0.1%	0.0%	0.3%	
GS-14	#	540	489	14	37	10							2	2		2	1	
	%	100.0%	90.6%	2.6%	6.9%	1.9%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.4%	0.4%	0.0%	0.4%	0.2%	
GS-15	#	129	116	4	9													
	%	100.0%	89.9%	3.1%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
All other (unspecified GS)	#	1		1														
	%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Senior Executive Service	#	18	16	2														
	%	100.0%	88.9%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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Table B4-1: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability - Temporary Workforce

GS/GM, SES & Related Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
GS-01	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GS-02	#	7	5	2													
	%	100.0%	71.4%	0.0%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-03	#	70	58	5	7												
	%	100.0%	82.9%	7.1%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-04	#	130	100	13	17	6		1	2				1	2			
	%	100.0%	76.9%	10.0%	13.1%	4.6%	0.0%	0.8%	1.5%	0.0%	0.0%	0.0%	0.8%	1.5%	0.0%	0.0%	0.0%
GS-05	#	269	225	21	23	5			1							4	
	%	100.0%	83.6%	7.8%	8.6%	1.9%	0.0%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%
GS-06	#	31	27	2	2	1										1	
	%	100.0%	87.1%	6.5%	6.5%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.2%	0.0%
GS-07	#	97	76	9	12	2		1					1				
	%	100.0%	78.4%	9.3%	12.4%	2.1%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%
GS-08	#	4	4														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-09	#	98	87	5	6	2							1		1		
	%	100.0%	88.8%	5.1%	6.1%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	1.0%	0.0%	0.0%
GS-10	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GS-11	#	56	51	2	3												
	%	100.0%	91.1%	3.6%	5.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-12	#	19	14	3	2	1			1								
	%	100.0%	73.7%	15.8%	10.5%	5.3%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-13	#	4	3		1												
	%	100.0%	75.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-14	#	4	4														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-15	#	2	1		1												
	%	100.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All other (unspecified GS)	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Executive Service	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table B4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability - Permanent Workforce

GS/GM, SES & Related Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
GS-01	#																
	%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
GS-02	#	3	1	2													
	%	0.0%	0.0%	0.3%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%
GS-03	#	4	1	3	2								1	1			
	%	0.1%	0.4%	0.4%	1.3%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	1.9%	-	0.0%	
GS-04	#	31	2	11	5		1	1	1			1	1				
	%	0.4%	0.8%	1.5%	3.2%	-	33.3%	3.0%	11.1%	0.0%	0.0%	3.4%	9.1%	0.0%	0.0%	-	0.0%
GS-05	#	174	11	39	12			4			4	1		3			
	%	2.5%	4.4%	5.5%	7.6%	-	0.0%	12.1%	0.0%	0.0%	13.8%	9.1%	0.0%	5.8%	-	0.0%	
GS-06	#	162	8	31	10		1	1			2	1		5			
	%	2.3%	3.2%	4.4%	6.4%	-	33.3%	3.0%	0.0%	0.0%	22.2%	3.4%	0.0%	9.6%	-	0.0%	
GS-07	#	460	33	73	16			1	1		5			9			
	%	6.6%	13.1%	10.3%	10.2%	-	0.0%	3.0%	11.1%	0.0%	17.2%	0.0%	0.0%	17.3%	-	0.0%	
GS-08	#	108	3	17	3					2		1					
	%	1.5%	1.2%	2.4%	1.9%	-	0.0%	0.0%	0.0%	25.0%	0.0%	9.1%	0.0%	0.0%	-	0.0%	
GS-09	#	828	39	97	22			2			3	4	4	9			
	%	11.8%	15.5%	13.6%	14.0%	-	0.0%	6.1%	0.0%	0.0%	33.3%	13.8%	36.4%	17.3%	-	0.0%	
GS-10	#	8		1													
	%	0.1%	0.0%	0.1%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	
GS-11	#	1,486	42	152	31			7	2	4	1	5	1	11			
	%	21.2%	16.7%	21.3%	19.7%	-	0.0%	21.2%	22.2%	50.0%	11.1%	17.2%	9.1%	21.2%	-	0.0%	
GS-12	#	1,672	55	132	27			9	2	2	2	3		8		1	
	%	23.8%	21.8%	18.5%	17.2%	-	0.0%	27.3%	22.2%	25.0%	22.2%	10.3%	0.0%	15.4%	-	50.0%	
GS-13	#	1,394	40	105	19		1	8			1	4	1	4			
	%	19.9%	15.9%	14.7%	12.1%	-	33.3%	24.2%	0.0%	0.0%	11.1%	13.8%	9.1%	7.7%	-	0.0%	
GS-14	#	540	14	37	10				3			2	2	2		1	
	%	7.7%	5.6%	5.2%	6.4%	-	0.0%	0.0%	33.3%	0.0%	0.0%	6.9%	18.2%	3.8%	-	50.0%	
GS-15	#	129	4	9													
	%	1.8%	1.6%	1.3%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	
All other (unspecified GS)	#	1		1													
	%	0.0%	0.0%	0.1%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	
Senior Executive Service	#	18		2													
	%	0.3%	0.0%	0.3%	0.0%	-	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	
TOTAL	#	7,018	252	712	157		3	33	9	8	9	29	11	52		2	
	%	100.0%	100.0%	100.0%	100.0%	-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	100.0%	

NOTE: Percentages computed down columns and NOT across rows.

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Table B4-2: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability - Temporary Workforce

GS/GM, SES & Related Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
GS-01	#																
	%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-	-
GS-02	#	7	5		2												
	%	0.9%	0.8%	0.0%	2.6%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-03	#	70	58	5	7												
	%	8.8%	8.9%	8.3%	9.2%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-04	#	130	100	13	17	6		1	2				1	2			
	%	16.4%	15.3%	21.7%	22.4%	35.3%	-	50.0%	50.0%	-	-	-	100.0%	50.0%	-	0.0%	-
GS-05	#	269	225	21	23	5			1							4	
	%	34.0%	34.4%	35.0%	30.3%	29.4%	-	0.0%	25.0%	-	-	-	0.0%	0.0%	-	66.7%	-
GS-06	#	31	27	2	2	1										1	
	%	3.9%	4.1%	3.3%	2.6%	5.9%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	16.7%	-
GS-07	#	97	76	9	12	2		1					1				
	%	12.3%	11.6%	15.0%	15.8%	11.8%	-	50.0%	0.0%	-	-	-	0.0%	25.0%	-	0.0%	-
GS-08	#	4	4														
	%	0.5%	0.6%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-09	#	98	87	5	6	2							1			1	
	%	12.4%	13.3%	8.3%	7.9%	11.8%	-	0.0%	0.0%	-	-	-	0.0%	25.0%	-	16.7%	-
GS-10	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-11	#	56	51	2	3												
	%	7.1%	7.8%	3.3%	3.9%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-12	#	19	14	3	2	1			1								
	%	2.4%	2.1%	5.0%	2.6%	5.9%	-	0.0%	25.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-13	#	4	3		1												
	%	0.5%	0.5%	0.0%	1.3%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-14	#	4	4														
	%	0.5%	0.6%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
GS-15	#	2	1		1												
	%	0.3%	0.2%	0.0%	1.3%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
All other (unspecified GS)	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
Senior Executive Service	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	0.0%	0.0%	-	-	-	0.0%	0.0%	-	0.0%	-
TOTAL	#	791	655	60	76	17		2	4				1	4		6	
	%	100.0%	100.0%	100.0%	100.0%	100.0%	-	100.0%	100.0%	-	-	-	100.0%	100.0%	-	100.0%	-

NOTE: Percentages computed down columns and NOT across rows.

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table B5NS-1: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Disability - Permanent Workforce

WG, WL & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Grade-01	#	12	10	1	1													
	%	100.0%	83.3%	8.3%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-02	#	7	5	1	1													
	%	100.0%	71.4%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-03	#	4	3	1														
	%	100.0%	75.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-04	#	1		1														
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-05	#	41	32	3	6													
	%	100.0%	78.0%	7.3%	14.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-06	#	25	17	1	7													
	%	100.0%	68.0%	4.0%	28.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-07	#	43	35	2	6													
	%	100.0%	81.4%	4.7%	14.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-08	#	197	156	14	27	1												
	%	100.0%	79.2%	7.1%	13.7%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	
Grade-09	#	90	82	7	1													
	%	100.0%	91.1%	7.8%	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-10	#	124	113	2	9													
	%	100.0%	91.1%	1.6%	7.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-11	#	4	3		1													
	%	100.0%	75.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grade-12	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grade-13	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grade-14	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grade-15	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Non-supervisory Wage Grades	#	5	5															
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

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Table B5NS-1: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Disability - Temporary Workforce

WG, WL & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Grade-01	#	7	3	4	2			1			1						
	%	100.0%	42.9%	57.1%	28.6%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-02	#	5	5														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-03	#	18	16	2	1								1				
	%	100.0%	88.9%	11.1%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
Grade-04	#	8	7	1													
	%	100.0%	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-05	#	33	27	2	4	2				1					1		
	%	100.0%	81.8%	6.1%	12.1%	6.1%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	0.0%
Grade-06	#	21	15	3	3	1		1									
	%	100.0%	71.4%	14.3%	14.3%	4.8%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-07	#	10	9	1													
	%	100.0%	90.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-08	#	18	13	5													
	%	100.0%	72.2%	27.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-09	#	2	1	1													
	%	100.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-10	#	2	1	1													
	%	100.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-11	#	1	1														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-12	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Non-supervisory Wage Grades	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table B5S-1: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Disability - Permanent Workforce

WS, XS & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Grade-01	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-02	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-03	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-04	#	1	1														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-05	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-06	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-07	#	1	1														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-08	#	1	1														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-09	#	1		1													
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-10	#	3	3														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Grade-11	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-12	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other Supervisory Wage Grades	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table B5S-1: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Disability - Temporary Workforce

WS, XS & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Grade-01	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-02	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-03	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-04	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-05	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-06	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-07	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-08	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-09	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-10	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-11	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-12	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other Supervisory Wage Grades	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table B5NS-2: PARTICIPATION RATES FOR NON-SUPERVISORY WAGE GRADES by Disability - Permanent Workforce

WG, WL & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Grade-01	#	12	10	1	1												
	%	2.2%	2.2%	3.0%	1.7%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-02	#	7	5	1	1												
	%	1.3%	1.1%	3.0%	1.7%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-03	#	4	3	1													
	%	0.7%	0.7%	3.0%	0.0%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-04	#	1		1													
	%	0.2%	0.0%	3.0%	0.0%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-05	#	41	32	3	6												
	%	7.4%	6.9%	9.1%	10.2%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-06	#	25	17	1	7												
	%	4.5%	3.7%	3.0%	11.9%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-07	#	43	35	2	6												
	%	7.8%	7.6%	6.1%	10.2%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-08	#	197	156	14	27	1							1				
	%	35.6%	33.8%	42.4%	45.8%	100.0%	-	-	-	-	-	-	100.0%	-	-	-	-
Grade-09	#	90	82	7	1												
	%	16.3%	17.8%	21.2%	1.7%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-10	#	124	113	2	9												
	%	22.4%	24.5%	6.1%	15.3%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-11	#	4	3		1												
	%	0.7%	0.7%	0.0%	1.7%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-12	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-13	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-14	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Grade-15	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Other Non-supervisory Wage Grades	#	5	5														
	%	0.9%	1.1%	0.0%	0.0%	0.0%	-	-	-	-	-	-	0.0%	-	-	-	-
Total Non-supervisory Wage Grades	#	553	461	33	59	1							1				
	%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-	-	-	-	100.0%	-	-	-	-

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WG, WL & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Grade-01	#	7	3	4	2			1			1						
	%	5.6%	3.1%	25.0%	33.3%	-	-	0.0%	100.0%	0.0%	-	100.0%	-	0.0%	0.0%	-	-
Grade-02	#	5	5														
	%	4.0%	5.1%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-	-
Grade-03	#	18	16	2	1								1				
	%	14.4%	16.3%	12.5%	16.7%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	100.0%	0.0%	-	-
Grade-04	#	8	7	1													
	%	6.4%	7.1%	6.3%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-	-
Grade-05	#	33	27	2	4	2				1					1		
	%	26.4%	27.6%	18.2%	25.0%	33.3%	-	-	0.0%	0.0%	100.0%	-	0.0%	-	0.0%	100.0%	-
Grade-06	#	21	15	3	3	1		1									
	%	16.8%	15.3%	27.3%	18.8%	16.7%	-	-	100.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Grade-07	#	10	9	1													
	%	8.0%	9.2%	6.3%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-	-
Grade-08	#	18	13	5													
	%	14.4%	13.3%	45.5%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Grade-09	#	2	1	1													
	%	1.6%	1.0%	9.1%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Grade-10	#	2	1	1													
	%	1.6%	1.0%	6.3%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-	-
Grade-11	#	1	1														
	%	0.8%	1.0%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Grade-12	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Grade-13	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Grade-14	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Grade-15	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Other Non-supervisory Wage Grades	#																
	%	0.0%	0.0%	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	0.0%	-	0.0%	-	0.0%	0.0%	-
Total Non-supervisory Wage Grades	#	125	98	11	16	6		1	1	1		1		1	1		
	%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	100.0%	100.0%	100.0%	-	100.0%	-	100.0%	100.0%	-

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Table B5S-2: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Disability - Permanent Workforce

WS, XS & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Grade-01	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-02	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-03	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-04	#	1	1														
	%	14.3%	16.7%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-05	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-06	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-07	#	1	1														
	%	14.3%	16.7%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-08	#	1	1														
	%	14.3%	16.7%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-09	#	1		1													
	%	14.3%	0.0%	-	100.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-10	#	3	3														
	%	42.9%	50.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-11	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-12	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
All Other Supervisory Wage Grades	#																
	%	0.0%	0.0%	-	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Total Supervisory Wage Grades	#	7	6	1													
	%	100.0%	100.0%	-	100.0%	-	-	-	-	-	-	-	-	-	-	-	-

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Table B5S-2: PARTICIPATION RATES FOR SUPERVISORY WAGE GRADES by Disability - Temporary Workforce

WS, XS & Equivalent Pay Plans	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Grade-01	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-02	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-03	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-04	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-05	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-06	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-07	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-08	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-09	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-10	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-11	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-12	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-13	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-14	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Grade-15	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Other Supervisory Wage Grades	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Supervisory Wage Grades	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability - Permanent Workforce

Job Title/Series	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Gen Natural Resources Mgmt & Bio Sciences (0401)	#	1,679	1,506	48	125	19			5		1	1	4			8		
	%	100.0%	89.7%	2.9%	7.4%	1.1%	0.0%	0.0%	0.3%	0.0%	0.1%	0.1%	0.2%	0.0%	0.0%	0.5%	0.0%	0.0%
Biological Science Technician (0404)	#	131	114	6	11	1										1		
	%	100.0%	87.0%	4.6%	8.4%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%
Fish and Wildlife Administration (0480)	#	231	219	3	9													
	%	100.0%	94.8%	1.3%	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fish Biology (0482)	#	549	508	20	21	2			1							1		
	%	100.0%	92.5%	3.6%	3.8%	0.4%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%
Wildlife Refuge Management (0485)	#	539	486	17	36	8		1	4		1		1					1
	%	100.0%	90.2%	3.2%	6.7%	1.5%	0.0%	0.2%	0.7%	0.0%	0.2%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.2%
Wildlife Biology (0486)	#	486	440	9	37	6			3	1	1					1		
	%	100.0%	90.5%	1.9%	7.6%	1.2%	0.0%	0.0%	0.6%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%
Criminal Investigating (1811)	#	214	204	7	3													
	%	100.0%	95.3%	3.3%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Refuge LE, Land Mgmt LE & Conservation LE (0025LE & 1801LE)	#	243	220	8	15													
	%	100.0%	90.5%	3.3%	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability - Temporary Workforce

Job Title/Series	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Gen Natural Resources Mgmt & Bio Sciences (0401)	#	82	68	8	6	2		1	1								
	%	100.0%	82.9%	9.8%	7.3%	2.4%	0.0%	1.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Biological Science Technician (0404)	#	358	299	30	29	5			1				1		3		
	%	100.0%	83.5%	8.4%	8.1%	1.4%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.3%	0.0%	0.8%	0.0%	0.0%
Fish and Wildlife Administration (0480)	#	2	1		1												
	%	100.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fish Biology (0482)	#	62	57	1	4	1							1				
	%	100.0%	91.9%	1.6%	6.5%	1.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%
Wildlife Refuge Management (0485)	#	3	3														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Wildlife Biology (0486)	#	17	15	1	1												
	%	100.0%	88.2%	5.9%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Criminal Investigating (1811)	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Refuge LE, Land Mgmt LE & Conservation LE (0025LE & 1801LE)	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table B7-ALT: HIRES by Disability - Permanent Workforce

Hires in Each Job Title/Series	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Developmental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigurement
General Natural Resources Management and Biological Sciences (0401)																	
Accessions	#	34	26	1	7	1										1	
	%	100.0%	76.5%	2.9%	20.6%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.9%	0.0%
From Temporary	#	15	13		2	1										1	
	%	100.0%	86.7%	0.0%	13.3%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%
Total Hires	#	49	39	1	9	2										2	
	%	100.0%	79.6%	2.0%	18.4%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.1%	0.0%
From Pathways Intern (Perm. appointment)	#	4	4														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Biological Science Technician (0404)																	
Accessions	#	12	8	3	1												
	%	100.0%	66.7%	25.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	10	8	1	1												
	%	100.0%	80.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Hires	#	22	16	4	2												
	%	100.0%	72.7%	18.2%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Pathways Intern (Perm. appointment)	#	2	2														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fish and Wildlife Administration (0480)																	
Accessions	#	1	1														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	#	1	1														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Pathways Intern (Perm. appointment)	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fish Biology (0482)																	
Accessions	#	9	9														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	30	27	2	1	1										1	
	%	100.0%	90.0%	6.7%	3.3%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	0.0%
Total Hires	#	39	36	2	1	1										1	
	%	100.0%	92.3%	5.1%	2.6%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%
From Pathways Intern (Perm. appointment)	#	2	2														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Wildlife Refuge Management (0485)																	
Accessions	#	3	3														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	2	2														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Hires	#	5	5														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Pathways Intern (Perm. appointment)	#	2	2														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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Table B7-ALT: HIRES by Disability - Permanent Workforce

Hires in Each Job Title/Series	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Wildlife Biology (0486)																	
Accessions	#	4	4														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	2	2														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Hires	#	6	6														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Pathways Intern (Perm. appointment)	#	1		1													
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Criminal Investigating (1811)																	
Accessions	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
From Temporary	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
From Pathways Intern (Perm. appointment)	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Land Management LE & Conservation LE (0025LE & 1801LE)																	
Accessions	#	12	7	3	2												
	%	100.0%	58.3%	25.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Temporary	#	-	-	-	-												
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hires	#	12	7	3	2												
	%	100.0%	58.3%	25.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
From Pathways Intern (Perm. appointment)	#	-	-	-	-												
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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Table B7-ALT: HIRES by Disability - Temporary Workforce

Hires in Each Job Title/Series	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
General Natural Resources Management and Biological Sciences (0401)																		
Accessions	#	27	21	3	3													
	%	100.0%	77.8%	11.1%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Biological Science Technician (0404)																		
Accessions	#	306	266	22	18	5			1							4		
	%	100.0%	86.9%	7.2%	5.9%	1.6%	0.0%	0.0%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%
Fish and Wildlife Administration (0480)																		
Accessions	#	1	1															
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fish Biology (0482)																		
Accessions	#	11	10	1														
	%	100.0%	90.9%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Wildlife Refuge Management (0485)																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Wildlife Biology (0486)																		
Accessions	#	2	1		1													
	%	100.0%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Criminal Investigating (1811)																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Land Management LE & Conservation LE (0025LE & 1801LE)																		
Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Fish & Wildlife Service - Servicewide FY2018
Table B8-ALT: NEW HIRES By Type of Appointment - Distribution by Disability

Employment Tenure	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Permanent Workforce																		
FY2018 Accessions	#	203	157	13	33	4			2							2		
	%	100.0%	77.3%	6.4%	16.3%	2.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%
FY2018 From Temporary	#	90	70	10	10	2										2		
	%	100.0%	77.8%	11.1%	11.1%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%
FY2018 Total Hires	#	293	227	23	43	6			2							4		
	%	100.0%	77.5%	7.8%	14.7%	2.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%
FY2017 Accessions	#	573	456	41	76	27			2	3	2	2		7	3		8	
	%	100.0%	79.6%	7.2%	13.3%	4.7%	0.0%	0.3%	0.5%	0.3%	0.3%	0.0%	1.2%	0.5%	0.0%	1.4%	0.0%	0.0%
FY2017 From Temporary	#	134	106	9	19	4								1			3	
	%	100.0%	79.1%	6.7%	14.2%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	2.2%	0.0%
FY2017 Total Hires	#	707	562	50	95	31			2	3	2	2		7	3		11	
	%	100.0%	79.5%	7.1%	13.4%	4.4%	0.0%	0.3%	0.4%	0.3%	0.3%	0.3%	0.1%	1.0%	0.4%	0.0%	1.6%	0.0%
Temporary Workforce																		
FY2018 Accessions	#	650	545	50	55	17			1	4		1	1		1	1	8	
	%	100.0%	83.8%	7.7%	8.5%	2.6%	0.0%	0.2%	0.6%	0.0%	0.2%	0.2%	0.0%	0.2%	0.2%	1.2%	0.0%	0.0%
FY2017 Accessions	#	736	620	51	65	19	1	2	2		2		1	2		8		1
	%	100.0%	84.2%	6.9%	8.8%	2.6%	0.1%	0.3%	0.3%	0.0%	0.3%	0.0%	0.1%	0.3%	0.0%	1.1%	0.0%	0.1%
Non-Appropriated Workforce																		
FY2018 Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FY2017 Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total - Permanent & Temporary																		
FY2018 Accessions	#	853	702	63	88	21			1	6		1	1		1	1	10	
	%	100.0%	82.3%	7.4%	10.3%	2.5%	0.0%	0.1%	0.7%	0.0%	0.1%	0.1%	0.0%	0.1%	0.1%	1.2%	0.0%	0.0%
FY2017 Accessions	#	1309	1076	92	141	46	1	4	5	2	4		8	5		16		1
	%	100.0%	82.2%	7.0%	10.8%	3.5%	0.1%	0.3%	0.4%	0.2%	0.3%	0.0%	0.6%	0.4%	0.0%	1.2%	0.0%	0.1%

Fish & Wildlife Service - Servicewide FY2018
Table B8-ALT_SchedA: NEW SCHEDULE A HIRES By Type of Appointment - Distribution by Disability

Employment Tenure	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Permanent Workforce																		
FY2018 Accessions	#	5		5	2			1							1			
	%	100.0%	0.0%	100.0%	40.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	
FY2018 From Temporary	#	4		2	1										1			
	%	100.0%	0.0%	50.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	
FY2018 Total Hires	#	9		7	3			1							2			
	%	100.0%	0.0%	77.8%	33.3%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	22.2%	0.0%	0.0%	
FY2017 Accessions	#	12		11	9			1	1			4	2		1			
	%	100.0%	0.0%	91.7%	75.0%	0.0%	0.0%	8.3%	8.3%	0.0%	0.0%	33.3%	16.7%	0.0%	8.3%	0.0%	0.0%	
FY2017 From Temporary	#	2		2														
	%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
FY2017 Total Hires	#	14		13	9			1	1			4	2		1			
	%	100.0%	0.0%	92.9%	64.3%	0.0%	0.0%	7.1%	7.1%	0.0%	0.0%	28.6%	14.3%	0.0%	7.1%	0.0%	0.0%	
Temporary Workforce																		
FY2018 Accessions	#	3		3	3			1						1	1			
	%	100.0%	0.0%	100.0%	100.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	
FY2017 Accessions	#	4		3	2			1							1			
	%	100.0%	0.0%	75.0%	50.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	
Non-Appropriated Workforce																		
FY2018 Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
FY2017 Accessions	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total - Permanent & Temporary																		
FY2018 Accessions	#	8		8	5			2						1	2			
	%	100.0%	0.0%	100.0%	62.5%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	25.0%	0.0%	0.0%	
FY2017 Accessions	#	16		14	11			1	1	1		4	2		2			
	%	100.0%	0.0%	87.5%	68.8%	0.0%	0.0%	6.3%	6.3%	6.3%	0.0%	25.0%	12.5%	0.0%	12.5%	0.0%	0.0%	

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Table B9-1: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS - Distribution by Disability
Based on occupational series of employee after the promotion

Applicants	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Developmental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigurement
Job Series of Vacancy: General Natural Resources Management and Biological Sciences (0401)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	28	23	4	1												
	%	100.0%	82.1%	14.3%	3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	1,746	1,571	51	124	19			5		1	1	4			8	
	%	100.0%	90.0%	2.9%	7.1%	1.1%	0.0%	0.0%	0.3%	0.0%	0.1%	0.1%	0.2%	0.0%	0.0%	0.5%	0.0%
Job Series of Vacancy: Biological Science Technician (0404)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	3	2		1												
	%	100.0%	66.7%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	133	120	3	10	1										1	
	%	100.0%	90.2%	2.3%	7.5%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%
Job Series of Vacancy: Fish and Wildlife Administration (0480)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	8	8														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	250	235	5	10												
	%	100.0%	94.0%	2.0%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job Series of Vacancy: Fish Biology (0482)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	22	21		1												
	%	100.0%	95.5%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	560	516	22	22	1			1								
	%	100.0%	92.1%	3.9%	3.9%	0.2%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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Table B9-1: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS - Distribution by Disability
Based on occupational series of employee after the promotion

Applicants	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Developmental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigurement
Job Series of Vacancy: Wildlife Refuge Management (0485)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	7	7														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	577	521	20	36	9		1	4		1		1		1		1
	%	100.0%	90.3%	3.5%	6.2%	1.6%	0.0%	0.2%	0.7%	0.0%	0.2%	0.0%	0.2%	0.0%	0.0%	0.2%	0.2%
Job Series of Vacancy: Wildlife Biology (0486)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	3	3														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	511	460	9	42	7			3	1	1				2		
	%	100.0%	90.0%	1.8%	8.2%	1.4%	0.0%	0.0%	0.6%	0.2%	0.2%	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%
Job Series of Vacancy: Criminal Investigating (1811)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	4	4														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	227	217	7	3												
	%	100.0%	95.6%	3.1%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job Series of Vacancy: Park Ranger (LE/Refuge), Land Mgmt LE & Conservation LE (0025LE & 1801LE)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	5	5														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	244	225	6	13												
	%	100.0%	92.2%	2.5%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018

Table B9-2: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS - Distribution by Disability
Based on occupational series of employee before the promotion

Applicants	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigurement
Job Series of Applicant: General Natural Resources Management and Biological Sciences (0401)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	25	21	3	1												
	%	100.0%	84.0%	12.0%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	1,746	1,571	51	124	19			5		1	1	4			8	
	%	100.0%	90.0%	2.9%	7.1%	1.1%	0.0%	0.0%	0.3%	0.0%	0.1%	0.1%	0.2%	0.0%	0.0%	0.5%	0.0%
Job Series of Applicant: Biological Science Technician (0404)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	7	7														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	133	120	3	10	1										1	
	%	100.0%	90.2%	2.3%	7.5%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%
Job Series of Applicant: Fish and Wildlife Administration (0480)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	2	2														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	250	235	5	10												
	%	100.0%	94.0%	2.0%	4.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job Series of Applicant: Fish Biology (0482)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	19	18		1												
	%	100.0%	94.7%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	560	516	22	22	1			1								
	%	100.0%	92.1%	3.9%	3.9%	0.2%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job Series of Applicant: Wildlife Refuge Management (0485)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Fish & Wildlife Service - Servicewide FY2018

Table B9-2: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS - Distribution by Disability
Based on occupational series of employee before the promotion

Applicants	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Applied	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	8	7	1													
	%	100.0%	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	577	521	20	36	9		1	4		1		1			1	1
	%	100.0%	90.3%	3.5%	6.2%	1.6%	0.0%	0.2%	0.7%	0.0%	0.2%	0.0%	0.2%	0.0%	0.0%	0.2%	0.0%
Job Series of Applicant: Wildlife Biology (0486)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	3	3														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	511	460	9	42	7			3	1	1					2	
	%	100.0%	90.0%	1.8%	8.2%	1.4%	0.0%	0.0%	0.6%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.4%	0.0%
Job Series of Applicant: Criminal Investigating (1811)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	4	4														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	227	217	7	3												
	%	100.0%	95.6%	3.1%	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Job Series of Applicant: Park Ranger (LE/Refuge), Land Mgmt LE & Conservation LE (0025LE & 1801LE)																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	5	5														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	244	225	6	13												
	%	100.0%	92.2%	2.5%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide as of September 30, 2018
Table B10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE by Disability - Permanent Workforce

	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
Total Employees Eligible for Career Ladder Promotions	#	96	69	7	20	11		1	1	2			2	2		3	
	%	100.0%	71.9%	7.3%	20.8%	11.5%	0.0%	1.0%	1.0%	2.1%	0.0%	0.0%	2.1%	2.1%	0.0%	3.1%	0.0%
Time in grade in excess of minimum																	
1 - 12 months	#	60	44	5	11	6		1	1				1	1		2	
	%	100.0%	73.3%	8.3%	18.3%	10.0%	0.0%	1.7%	1.7%	0.0%	0.0%	0.0%	1.7%	1.7%	0.0%	3.3%	0.0%
13 - 24 months	#	11	6	1	4	2				1						1	
	%	100.0%	54.5%	9.1%	36.4%	18.2%	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%
25+ months	#	25	19	1	5	3				1			1	1			
	%	100.0%	76.0%	4.0%	20.0%	12.0%	0.0%	0.0%	0.0%	4.0%	0.0%	0.0%	4.0%	4.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018

Table B11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13 - 15 AND SES) - Distribution by Disability Permanent Workforce

Applicants	Total	Total by Disability Status				Detail for Targeted Disabilities											
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment
GS-13 Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	19	15	3	1												
	%	100.0%	78.9%	15.8%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	1,758	1,561	61	136	31			9	2	2	4	4		9		1
	%	100.0%	88.8%	3.5%	7.7%	1.8%	0.0%	0.0%	0.5%	0.1%	0.1%	0.2%	0.2%	0.0%	0.0%	0.5%	0.1%
GS-14 Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	14	14														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	1,468	1,310	42	116	22		1	9			5	1		6		
	%	100.0%	89.2%	2.9%	7.9%	1.5%	0.0%	0.1%	0.6%	0.0%	0.0%	0.0%	0.3%	0.1%	0.0%	0.4%	0.0%
GS-15 Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#	2	2														
	%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Relevant Pool	#	580	522	16	42	10			3			2	2		2		1
	%	100.0%	90.0%	2.8%	7.2%	1.7%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.3%	0.3%	0.0%	0.3%	0.2%
Senior Executive Service Vacancies																	
Applied	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Selected	#																
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Relevant Pool	#	159	144	5	10												
	%	100.0%	90.6%	3.1%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fish & Wildlife Service - Servicewide FY2018
Table B13: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability - Permanent Workforce

Type of Award	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Time-Off awards: 1-9 hours																		
Total Time-Off Awards Given	#	304	262	8	34	2										2		
	%	100.0%	86.2%	2.6%	11.2%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%
Total Hours	#	2,122	1,841	47	234	16										16		
Average Hours	#	7	7	6	7	8	-	-	-	-	-	-	-	-	-	8	-	-
Time-Off awards: 9+ hours																		
Total Time-Off Awards Given	#	2,849	2,441	111	297	69		1	10	4	2	8	7	7	1	28		1
	%	100.0%	85.7%	3.9%	10.4%	2.4%	0.0%	0.0%	0.4%	0.1%	0.1%	0.3%	0.2%	0.2%	0.0%	1.0%	0.0%	0.0%
Total Hours	#	85,899	73,810	3,176	8,913	2,062		40	288	133	64	175	211	202	32	887		30
Average Hours	#	30	30	29	30	30	-	40	29	33	32	22	30	29	32	32	-	30
Cash Awards: \$100 - \$500																		
Total Cash Awards Given	#	1,101	927	40	134	18		1	4	2		1	2		1	7		
	%	100.0%	84.2%	3.6%	12.2%	1.6%	0.0%	0.1%	0.4%	0.2%	0.0%	0.1%	0.2%	0.0%	0.1%	0.6%	0.0%	0.0%
Total Amount	\$	\$417,821	\$351,565	\$16,076	\$50,180	\$6,088		\$500	\$1,059	\$508		\$374	\$1,000		\$110	\$2,537		
Average Amount	\$	\$379	\$379	\$402	\$374	\$338	-	\$500	\$265	\$254	-	\$374	\$500	-	\$110	\$362	-	-
Cash Awards: \$501+																		
Total Cash Awards Given	#	6,320	5,504	219	597	108		2	23	5	3	5	23	8		38		1
	%	100.0%	87.1%	3.5%	9.4%	1.7%	0.0%	0.0%	0.4%	0.1%	0.0%	0.1%	0.4%	0.1%	0.0%	0.6%	0.0%	0.0%
Total Amount	\$	#####	\$9,625,537	\$371,400	#####	\$186,386		\$2,350	\$32,671	\$14,322	\$3,665	\$9,298	\$32,692	\$22,217		\$66,921		\$2,250
Average Amount	\$	\$1,743	\$1,749	\$1,696	\$1,711	\$1,726	-	\$1,175	\$1,420	\$2,864	\$1,222	\$1,860	\$1,421	\$2,777	-	\$1,761	-	\$2,250
Senior Executive Service Performance Awards																		
Total Cash Awards Given	#	17	16		1													
	%	100.0%	94.1%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Amount	\$	\$236,004	\$221,044		\$14,960													
Average Amount	\$	\$13,883	\$13,815	-	\$14,960	-	-	-	-	-	-	-	-	-	-	-	-	-
Quality Step Increases (QSIs)																		
Total QSIs Awarded	#	367	325	11	31	5			3							2		
	%	100.0%	88.6%	3.0%	8.4%	1.4%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%
Total Benefit	\$	#####	\$916,693	\$27,860	\$75,097	\$9,627			\$7,428							\$2,199		
Average Benefit	\$	\$2,778	\$2,821	\$2,533	\$2,422	\$1,925	-	-	\$2,476	-	-	-	-	-	-	\$1,100	-	-

Fish & Wildlife Service - Servicewide FY2018

Table B14: SEPARATIONS By Type of Separation- Distribution by Disability - Permanent Workforce

Type of Separation	Total	Total by Disability Status				Detail for Targeted Disabilities												
		(04, 05) No Disability	(01) Not Identified	(02,03,06-99) Reportable Disability	Targeted Disability	(02) Develop-mental Disability	(03) Traumatic Brain Injury	(16-19) Deaf or Serious Difficulty Hearing	(20,21,23,25) Blind or Serious Difficulty Seeing	(26-38) Missing Extremities	(40) Significant Mobility Impairment	(60-79) Partial or Complete Paralysis	(82) Epilepsy or other Seizure Disorders	(90) Severe Intellectual Disability	(91) Significant Psychiatric Disability	(92) Distortion of Limb/Spine, Dwarfism	(93) Significant Disfigure-ment	
Voluntary	#	724	593	36	95	21			4	2		1	4	1		9		
	%	100.0%	81.9%	5.0%	13.1%	2.9%	0.0%	0.0%	0.6%	0.3%	0.0%	0.1%	0.6%	0.1%	0.0%	1.2%	0.0%	0.0%
Involuntary	#	19	12	2	5	2										2		
	%	100.0%	63.2%	10.5%	26.3%	10.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	10.5%	0.0%	0.0%
RIF	#																	
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Separations	#	743	605	38	100	23			4	2		1	4	1		11		
	%	100.0%	81.4%	5.1%	13.5%	3.1%	0.0%	0.0%	0.5%	0.3%	0.0%	0.1%	0.5%	0.1%	0.0%	1.5%	0.0%	0.0%
Total Permanent Workforce (09/30/2017)	#	8,040	6,907	303	830	175		3	35	11	8	10	34	12	1	59		2
	%	100.0%	85.9%	3.8%	10.3%	2.2%	0.0%	0.0%	0.4%	0.1%	0.1%	0.1%	0.4%	0.1%	0.0%	0.7%	0.0%	0.0%



US Fish and Wildlife Service

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Principal Deputy Director VACANT (202)208-4545

Deputy Director-Operations Jim Kurth (202)208-4545

Deputy Director-Program Management & Policy Stephen Guertin (202)208-4545

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Assistant Director Ecological Services Gary Frazer (202)208-4646 Gina Shultz (703)358-1985

Assistant Director Migratory Birds Jerome Ford 202-208-1058 Michael Johnson (703)358-1893

Assistant Director International Affairs VACANT (202)208-6394 Gloria Bell (703)358-1767

Assistant Director Wildlife & Sport Fish Restoration Paul Rauch (202) 208-5078 Robert Curry (703)358-2381

Assistant Director Law Enforcement VACANT (202)208-3809 Edward Grace (703)358-2417

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Assistant Director Science Applications Benjamin Tuggle 202-208-7165 Seth Mott (703)358-1969

Assistant Director Business Management & Operations Janine Velasco (202)501-6843 Brian Bloodsworth (703)358-2116

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Assistant Director Information Resources & Technology Management VACANT (703)358-1968 Shelley Hartman (703)358-2004

Director National Conservation VACANT (304)876-7263 Steve Chase (304)876-7263

Regional Director 1-8 *See Region Chart

Division of Natural Resources & Conservation Planning Mitch Ellis

Division of Fish & Aquatic Conservation Programs David Miko (703)358-2279

Division of Conservation & Classification Bridget Fahey (703) 358-2163

Division of Migratory Bird Management Vacant

Division of Scientific Authority Rosemarie Gnam (703)358-2497

Division of Policy & Programs Vacant

Division of Special Operations James Gale (404)679-7040

Division of Congressional & Legislative Affairs Marty Kodis (703)358-2241

Division of Contracting & General Services Kristin Young (703)358-2176

Division of Budget Chris Nolin (703)358-2343

Division of Training Support and Heritage, Nathaniel Hawley 304-8767491

Division of Realty A Eric Alvarez (703)358-2410

Division of Budget & Communications John Schmerfeld (703)358-2332

Division of Budget & Technical Support Martha Balis-Larson (703)358-2314

Division of Bird Habitat Conservation Sarah Mott (703)358-1910

Division of Management Authority Vacant

Division of Financial Assistance Support and Oversight Scott Knight (703) 358-2237

Division of Technical & Field Support Vacant

Division of Public Affairs Gavin Shire (703)358-2649

Division of Engineering Marilyn Bower (703)358-1924

Division of Human Resources VACANT (703)358-2117

Division of Training Theresa Trainor (304)876-7431

Div of Visitor Services & Comm Linda Walker (703)0358-2172

Division of Environmental Review Craig Aubrey (703)358-2442

Office of Aviation Management Anthony Lascano 571-213-3021

Division of International Conservation Craig Hoover (703)358-2162

Division of Partner & Intergovernmental Affairs Doug Hobbs (703)358-2336

Division of Economics James Caudill (703)358-1927

Division of Policy Performance & Management Programs Vacant (703)358-2676

Office of Business & Innovative Transformation Pam Sirotzky (703)358-2076

Division of Refuge Law Enforcement Richard Johnston (703)358-2553

Division of Restoration & Recovery Vacant

Clark R. Bavin National Forensics Laboratory Kenneth Goddard (541)488-4191

Division of Marketing Communications Nancy Monroe (703)358-2613

Division of Financial Management Michael Sciortino (703)358-2054

Division of Safety & Health Daryl Avery (703)358-2255

Regional Special Agents-in-Charge

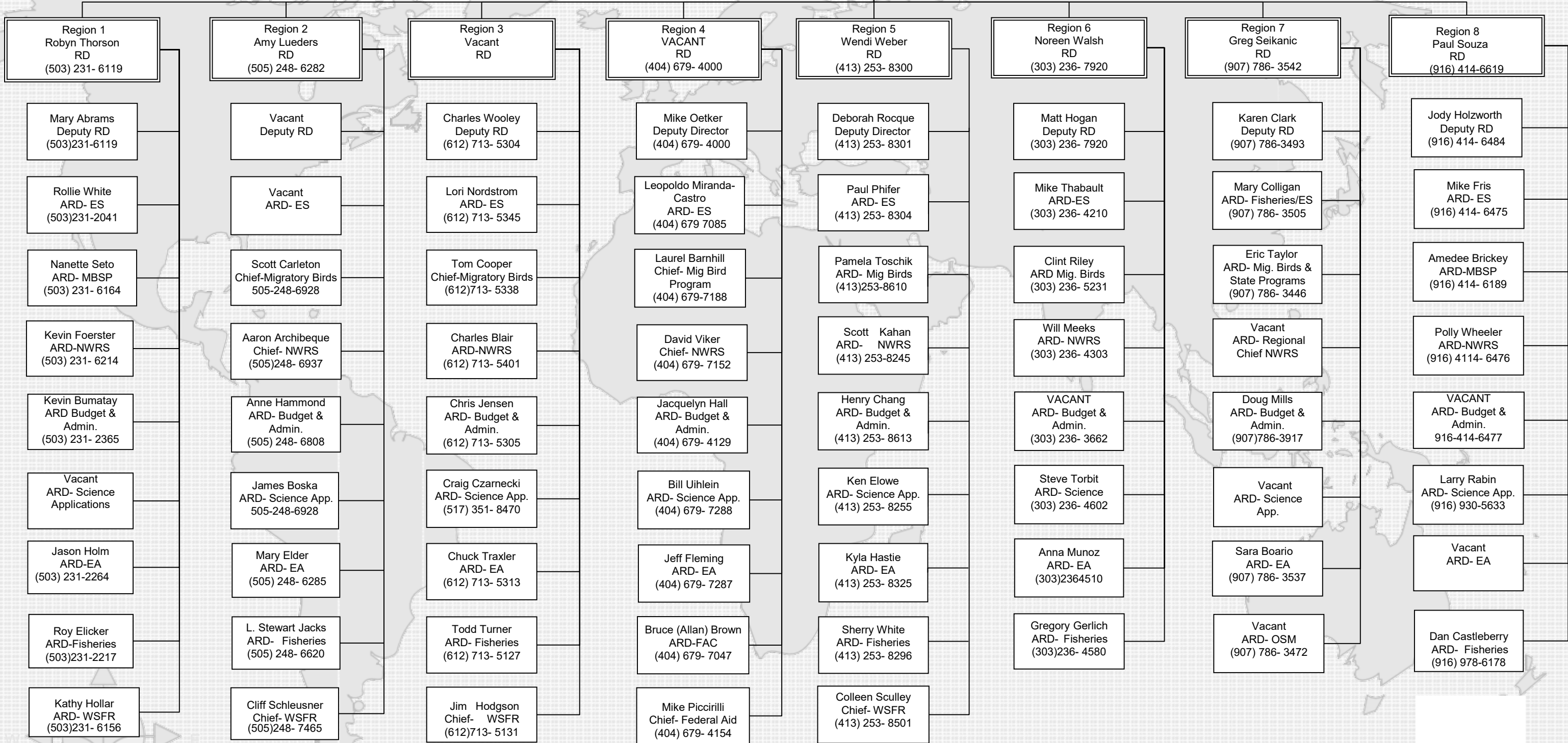
Division of Facility Operations Vacant

Division of Facilities and Equipment Management Robert Miller (703)358-2385

Div of Budget, Performance & Workforce Katherine Spomer (703)358-2394



James Kurth (SES)
Deputy Director





United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240

DEC 10 2018



In Reply Refer To:
FWS/ODIWM/069363

Memorandum

To: All U.S. Fish and Wildlife Service Employees

From: Principal Deputy Director 

Subject: Equal Employment Opportunity and Non-Discrimination Policy

It is the policy of the U.S. Fish and Wildlife Service (Service) to provide equal opportunity to all employees and applicants for employment regardless of race, color, national origin, religion, sex (including pregnancy, gender identity, transgender status, and sexual orientation), disability, age (40 years or older), reprisal, or protected genetic information. Moreover, consistent with Presidential Executive Orders and other laws designed to protect federal employees, the Service must vigilantly prevent discrimination based on parental status, military service, or any other non-merit factor. These commitments must be exemplified in all of our management practices and decisions including recruitment and hiring practices, appraisal systems, promotions, and training and career development programs.

The Service must strive to create and foster an inclusive work environment; one that affords all employees the opportunity to attain their personal goals, to grow within the Service, and to fully contribute to the accomplishment of our vital mission. All Service employees have a responsibility to carry out this policy and to promote it through exemplary conduct, stewardship, and professionalism with other Service employees, conservation partners, and the public. Managers and supervisors will be held responsible and accountable for promoting and ensuring equal opportunity in the Service's policies, programs, and practices. This is essential to attracting, developing, and retaining the most qualified workforce to carry out the Service's mission.

The Service does not tolerate discrimination, harassment, or reprisal in the workplace. Allegations of discrimination will be addressed promptly and professionally. Timely compliance with decisions issued on discrimination complaints is mandatory. Appropriate disciplinary action will be taken when a decision is issued confirming allegations of discrimination, harassment, or reprisal. Employees who believe that they have been the subject of unlawful discrimination must initiate contact with the Office of Diversity and Inclusive Workforce Management (ODIWM) at eeocomplaints@fws.gov, within 45 calendar days of the alleged discriminatory event, or in the case of a personnel action, within 45 days of the effective date of the action.

This policy and the U.S. Department of the Interior's policy on equal opportunity and workplace conduct shall be posted on the Service's internal website, and in all common areas such as break rooms, and on official bulletin boards. Inquiries concerning either this policy or specific situations relevant to this policy should be directed to ODIWM at (703) 358-1724.



Diversity and Inclusion Implementation Plan FY 2015-2019

Recognizing Diversity as a
Mission-readiness Issue

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Purpose

The Diversity and Inclusion Implementation Plan (DIIP) has been redesigned to provide more focused and strategic guidance that will assist the Directorate, project leaders, managers and supervisors, and their employees in their efforts to build and maintain a diverse, inclusive, and highly qualified workforce. It identifies the highest priorities and essential actions the Service needs to take to include and respect differences in people and their cultures and lifestyles, and to cultivate a culture that connects each employee to the organization, encourages collaboration, respect, fairness, and equal access to opportunities so that all employees are enabled to participate and contribute to their full potential. It also includes due dates and identifies the individuals responsible for the actions. The Directorate has made a commitment to accomplish the strategic activities defined in this plan, with each Deputy serving as the lead for their Region/Program to assist with implementation and progress. Leadership's commitment and accountability across the organization will be the key to its success.

The definition of diversity is simply variety; differences. We define workforce diversity as the differences that influence personal perspectives of individuals in that workforce. Inclusion is about recognizing, respecting, and valuing differences that influence personal perspectives. Our focus on diversity and inclusion means:

- recruiting and retaining a diverse Federal workforce from all segments of our population;
- cultivating a culture that connects employees and our customers to the organization;
- encouraging collaboration, flexibility, and fairness; and,
- using our differences throughout the organization so that all individuals are enabled to participate and contribute to their full potential.

We are experiencing a world that is rapidly changing, not only in our environment, but also in the composition of the communities we live in—all of which present challenges to the way we do things and how we respond in the face of these changes. We must all be committed to ensure the Service's mission remains relevant at a time when we are facing unprecedented challenges.

The work of ensuring that the Service continues to build an adequate pool of diverse managers, supervisors, and employees in the pipeline who are ready to be the next generation of leaders is never complete. We have a lot of work ahead of us, but we must work together to ensure that the performance outcomes contained in the revised Diversity and Inclusion Implementation Plan provide the desired results of having a diverse workforce of people who are prepared to be the conservation stewards in the future.

Goals

Similar to the previous DIIP, the current one sets forth four strategic goals and strategies which should be tailored to meet the demographic differences in each state and community. For the strategies to be successful, all employees, project leads, managers and supervisors at all levels of the organization must be engaged and committed and hold themselves accountable to take proactive steps to implement the action items identified if we are to make progress toward our goals.

Building Diversity as a Core Value

In Objective 1 there is an emphasis on communication from the very top of the organization to managers, supervisors, Project Leaders and employees to ensure everyone has a clear understanding of the importance of diversity and inclusion and their responsibilities in fostering a culture that supports diversity and inclusion in the workplace. The Deputies are designated to lead the implementation of the Plan and to assess progress for each of the objectives before each Directorate meeting based on reports submitted to them by their senior managers. These reports will be the subject of discussions at Directorate meetings to ensure the Directorate is aware of the progress being made to implement the Plan and of any barriers that require corrective actions. This objective calls for a climate survey to be conducted to identify employee perceptions about equal employment opportunity and organizational effectiveness to determine the actions necessary for improvement. It emphasizes the importance of EEO training and cultural awareness to better prepare leaders to effectively manage a diverse workforce with all its complexities. It calls for recognition of employee efforts in promoting diversity and inclusion goals.

Establish Partnerships and Targeted Recruitment Sources

Objective 2 of the plan emphasizes the need to establish relationships and enhance partnerships with targeted organizations so that the Service can increase the diversity of candidate pools for employment and internship opportunities.

Conduct Targeted Recruitment

Objective 3 emphasizes the need to develop well planned and collaborative targeted recruitment strategies to recruit a pool of applicants for job series that have low participation group members. It describes the role Recruiters, Human Resources Specialist and Hiring Officials play in developing these strategies and reaching out to targeted groups based on the demographics and qualification requirements. Emphasis is placed on reaching out more broadly to recruit talented applicants from all segments of the population where the talent exists.

Maintain a Highly Skilled and Diverse Workforce through Talent Management

Objective 4 emphasizes the need to ensure employee performance plans are in place for every employee so that they are aware of their job responsibilities, performance expectations, and their role in the mission of the Service. It emphasizes the need for managers to not only develop relevant Individual Development Plans in coordination with employees but to also provide opportunities for them to gain the knowledge or experiences they need to improve their current job performance or develop future technical/leadership skills. Implementing this objective will provide opportunities to all employees in an equitable way so that they all have the opportunity to apply for developmental opportunities, be considered for promotions, and experience the benefits of being supported and valued as a member of the organization. Finally, this objective emphasizes mentoring and coaching as effective tools to help employees grow as individuals and in understanding how to carry out their responsibilities effectively.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 1: Building Diversity as a Core Value

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<i>1.1. Discuss diversity and inclusion at every Directorate meeting.</i>	Directorate Executive Diversity Committee Lead: Executive Diversity Committee	At each Directorate meeting the Executive Diversity Committee Lead (EDCL) will Chair a discussion on the Service initiatives and accomplishments. START DATE: November 2014 DUE DATE: Quarterly Directorate meetings ACTION: EDCL will coordinate this Action Item for each quarterly Directorate meeting.	Information on objectives and results are shared with the Director and members of the Directorate to demonstrate progress in achieving an inclusive workforce in the Service.
<i>1.2. Communicate the benefits of diversity and inclusion to your managers and supervisors to reinforce your commitment and demonstrate your support for an inclusive workforce.</i>	Directorate Deputies Group Managers and Supervisors Project Leaders Lead: Each Deputy	Each Deputy will schedule meetings with managers, supervisors, Project Leaders, and other management officials to emphasize their responsibilities to implement the Action Items in the Plan. START DATE: Immediately following each Directorate meeting DUE DATE: Ongoing ACTION: The initial briefing must occur in-person or by VTC to discuss implementation of the action plan.	Managers, supervisors and Project Leaders will have a clearer understanding of their responsibilities for diversity and inclusion in the workforce.
<i>1.3. Track and report diversity and inclusion accomplishments.</i>	Deputies Group Managers and Supervisors Lead: Each Deputy	Each Deputy will hold subsequent meetings semi-annually with their senior managers to check progress on the implementation of the action items and reinforce their responsibilities. Senior managers will report to their Deputy on accomplishments, progress, and status of implementation of each action item. START DATE: November 2014 DUE DATE: Schedule before Directorate meeting ACTION: Report submitted to Deputies	The Directorate will be able to track and report the Service's progress in building diversity as a core value.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<p>1.4. Actively promote diversity as a core value.</p>	<p>Directorate Executive Diversity Committee Deputies Group Managers and Supervisors Project Leaders</p> <p>Lead: Each Deputy</p>	<p>Each Deputy must ensure their subordinate managers and supervisors are managing their workforce by consistently applying human resources and/or training policies and practices to include providing training and developmental opportunities identified in each of their employees EPAP.</p> <p>START DATE: October 2014 DUE DATE: September 30 Annually Regularly/Ongoing</p>	<p>Demonstrates management’s commitment to building a model diversity and inclusion program for effectively and efficiently carrying out the Service’s mission.</p>
<p>1.5. Engage in identifying and reporting perceived barriers to achieving an inclusive workforce.</p>	<p>Directorate Executive Diversity Committee Deputies Group Managers and Supervisors Project Leaders</p> <p>Lead: Each Deputy</p>	<p>Each Deputy should hold discussions with their managers and supervisors to be briefed on issues and collect information that can be shared with HR and EEO on barriers encountered when applying policies and practices, such as: hiring, retention and employee development.</p> <p>START DATE: October 2014 DUE DATE: September 30 Annually Regularly/Ongoing</p>	<p>Managers and supervisors will have a venue to discuss problems, issues, and concerns that may be potential barriers to achieving a diverse workforce.</p>
<p>1.6. Conduct barrier analyses.</p>	<p>Deputies Group Chief, HRO Chief, ODIWM</p> <p>Lead: Chief, ODIWM</p>	<p>Each Deputy will provide information on issues that may be barriers to achieving a diverse workforce. ODIWM will evaluate the issues to identify if they are barriers and make recommendations for corrective action.</p> <p>START DATE: October 2014 DUE DATE: September 30 Annually Regularly/Ongoing.</p>	<p>The Service will have the opportunity to identify barriers and develop corrective actions to eliminate them as appropriate.</p>
<p>1.7. Identify clear objectives and evaluate managers, supervisors and Project Leaders on their diversity and inclusion critical element in their performance plans.</p>	<p>Directorate Deputies Group Managers and Supervisors Project Leaders</p> <p>Lead: Each Deputy and Managers</p>	<p>Identify clear objectives as it relates to the critical element on diversity and inclusion in performance standards with new and current supervisors, managers and Project Leaders, in accordance with the Service’s policy. Identify and discuss accomplishments at mid-term and final evaluation.</p> <p>START DATE: October 2014 DUE DATE: End of each Performance Appraisal Period</p>	<p>Managers, supervisors and Project Leaders are aware of their responsibilities for achieving the Director’s diversity and inclusion objectives.</p>

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
1.8. Continue to require all managers and supervisors to attend diversity and equal employment opportunity training.	Directorate Deputies Group Managers and Supervisors Lead: Each Deputy	Follow up to ensure managers and supervisors complete their diversity and EEO training on an annual basis. If new, within six months of obtaining supervisory responsibilities, take a minimum of eight hours of training related to managing a diverse and inclusive workforce. START DATE: October 2014 DUE DATE: September 30 Annually/Ongoing	Managers and supervisors are continually educated on their responsibilities for effectively managing and achieving a diverse and inclusive workforce as an integral part of conducting business in the Service.
1.9. Promote the Director’s message on diversity and inclusion.	Deputies Group Director, NCTC Chief, HRO Lead: Deputies Group	Present the Director’s video message on diversity and inclusion during in-processing of new employees and Foundations orientations and in all leadership courses. START DATE: October 2014 DUE DATE: Ongoing	All employees will be more aware of the Service’s commitment to diversity and inclusion.
1.10. Incorporate diversity and inclusion in all NCTC management training.	Deputies Group Director, NCTC Chief, ODIWM Chief, HRO Lead: Deputies Group	Coordinate with NCTC to ensure that the importance of valuing an inclusive workforce is incorporated in all courses, including the Foundations and leadership courses to emphasize diversity and inclusion as essential elements of organizational success. START DATE: October 2014 DUE DATE: Ongoing	Diversity and inclusion will be promoted and institutionalized throughout the Service.
1.11. Support and promote Diversity Change Agents (DCA) within their workforce.	Directorate Deputies Group Change Agent Support Team Lead Lead: Deputies Group	Select employees who can serve effectively as a Diversity Change Agent for the Service and provide them the necessary support to carry out their roles and responsibilities effectively. START DATE: October 2014 DUE DATE: Ongoing	The Diversity Change Agents will have the support to be an effective resource for the Service in furthering the message of diversity and inclusion as a business imperative.
1.12. Use employees as a resource.	Directorate Deputies Group Change Agent Support Team Lead Lead: Deputies Group	Provide supervisors, managers, Project Leaders, and employees with 8 hours of training related to “managing and working in a diverse workforce,” such as the “Champions in Diversity” training. START DATE: October 2014 DUE DATE: September 2017/Ongoing	The Diversity Change Agents, management officials and employees are trained to help to raise awareness of diversity and inclusion as a Service priority and in creating a more inclusive workforce.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 2: Establish Partnerships and Targeted Recruitment Sources

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<p>2.1. Establish, update, and enhance partnerships with targeted organizations.</p>	<p>Deputies Group Chief, ODIWM DCR Chiefs Recruiters NCTC</p> <p>Lead: Deputies Group</p>	<p>a. Recruiters: Identify and meet with key contacts and establish partnerships that will benefit the Service in locating and reaching individuals from targeted groups. Coordinate a course of action with the partner(s) to reach the targeted groups and evaluate the outcomes. If the objectives are being met, share the results with ODIWM so that information on effective partnerships can be provided Service-wide.</p> <p>START DATE: October 2014 DUE DATE: Ongoing</p>	<p>Effective partnerships will result in increasing the diversity of candidate pools for employment and internship opportunities.</p>
	<p>Deputies Group</p> <p>Lead: Each Deputy</p>	<p>b. Each Deputy: Participate in at least one recruitment/outreach event annually and report this participation in the quarterly diversity accomplishment report. Represent the Director at Regional outreach events.</p> <p>START DATE: October 2014 DUE DATE: Annually</p>	
	<p>Deputies Group NCTC Recruiters</p> <p>Lead: NCTC and Recruiters</p>	<p>c. Sponsor Conservation Careers Symposia at identified universities. Conduct skills-building workshops for students on resume writing, interviewing, networking, and navigating the Web to locate internships and jobs.</p> <p>START DATE: October 2014 DUE DATE: Semi-annually/Ongoing</p>	

**U.S. DEPARTMENT OF THE INTERIOR – U.S. FISH AND WILDLIFE SERVICE
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DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 3: Conduct Targeted Recruitment

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
3.1. Develop targeted recruitment strategies.	Deputies Group Lead: Each Deputy	a. Each Deputy will identify key program managers to assist with the integration of the Recruiters into targeted recruitment strategies and activities. START DATE: October 2014 DUE DATE: Ongoing strategic activity	Recruitment will be well planned which will result in an applicant pool that includes qualified candidates from all groups.
	Deputies Group Chief, HRO Chief, ODIWM Recruiters Lead: Each Deputy	b. Recruiters, Human Resources Specialists and Hiring Officials will work together in executing strategies that reach targeted groups of women, minorities and individuals with disabilities for all positions in the Fish and Wildlife Service. Job-specific recruitment will be designed to reach desired communities and recruitment strategies will be tailored to meet workforce needs to increase the pool of targeted candidates for these positions. START DATE: October 2014 DUE DATE: Ongoing strategic activity	
	Deputies Group Lead: Each Deputy	c. Hiring officials will start with the Recruiters as the first point of contact when planning to fill vacancies for all positions. Human Resources must provide the Recruiters with information on each Vacancy at least two weeks prior to advertising the position. HR will provide the Recruiter with a link to the posting on USA Jobs. START DATE: October 2014 DUE DATE: Ongoing strategic activity	

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DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
	Deputies Group Lead: Each Deputy	d. The HROs must establish or revise standard operating procedures (e.g. Recruitment Check List, etc.) to implement the role of the Recruiter in their internal hiring process. START DATE: October 2014 DUE DATE: November 2014	
	Deputies Group Lead: Deputies Group	e. The Recruiters will research demographics and qualifications and actively distribute vacancies through the sources that have the demographics to reach the targeted group members. START DATE: October 2014 DUE DATE: Ongoing strategic activity	
	Deputies Group Lead: Each Deputy	f. Recruitment activities and strategies will address the low participation needs reflected in the data in the quarterly workforce briefings. START DATE: October 2014 DUE DATE: Ongoing strategic activity	
	Deputies Group Lead: Each Deputy	g. Utilize the Targeted Recruitment Resource Guide for policy guidance to implement targeted recruitment for low participation groups and other recruitment initiatives i.e., veterans, Schedule A, students etc. START DATE: October 2014 DUE DATE: Ongoing strategic activity	

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DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
4.1. Adhere to the Service's Policy on the development and establishment of Employee and Supervisor Performance Appraisal Plans (EPAP) for each employee, supervisor and manager.	Directorate Deputies Group Managers Lead: Each Deputy	Certify to the next higher supervisory/managerial level that Employee and Supervisor Performance Appraisal Plans (EPAP) have been completed annually for each employee, supervisor and manager. Report outcomes to the RD/ADs annually. START DATE: October 2014 - In conjunction with establishing and completing the Performance Evaluation Plan DUE DATE: September 30 Annually	Creates a workforce who are aware of their job responsibilities and performance expectations and how they are tied to the mission of the Service.
4.2. Adhere to the Service's policy on the development and establishment of Individual Development Plans for each employee, supervisor, and manager.	Directorate Deputies Group Managers Lead: Each Deputy	a. Ensure that first-level supervisors have developed and implemented effective IDPs for their subordinates. START DATE: October 2014 DUE DATE: September 30 Annually	Identifies individuals aspiring to develop leadership skills to prepare them to become future leaders and address technical and general competencies/key skills or training for improving current job performance or career development.
	Directorate Deputies Group Managers Lead: Each Deputy	b. Ensure that second-level supervisors conduct a review of all IDPs submitted by their subordinate supervisors. START DATE: October 2014 DUE DATE: September 30 Annually	
	Directorate Deputies Group Managers Lead: Deputies Group	c. Managers and supervisors will identify ways to provide opportunities for subordinates to develop leadership skills. START DATE: October 2014 DUE DATE: September 30 Annually	
4.3. Second-level supervisors will conduct reviews of Individual Development Plans.	Directorate Deputies Group Managers and Supervisors Lead: Deputies Group	Second-level supervisors will periodically review the IDPs developed by their subordinates to ensure they are providing the assignments necessary for their employees to improve current job performance or develop future technical/leadership skills. START DATE: October 2014 DUE DATE: September 30 Annually	Active engagement in employee development assists the Service in maintaining an inclusive workforce with the needed skill sets to perform their job and become future leaders.

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DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<p>4.4. Educate Service employees about the value of informal mentoring.</p>	<p>Directorate Deputies Group Managers and Supervisors</p> <p>Lead: Deputies Group</p>	<p>Train the workforce on the value of mentoring and coaching.</p> <p>START DATE: October 2014 DUE DATE: Ongoing</p>	<p>Mentored employees are more engaged and can effectively understand and carry out their role in supporting the Service’s mission.</p>

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

Leading and Building Diversity as a Core Value

Strategic Activity	Responsible Parties	Action Items	Performance Outcomes
<p>1. Create and communicate the Director's vision highlighting diversity and inclusion as a core value.</p>	<p>Director/ Deputy Directors</p>	<p>a. The Vision Statement will be updated to reflect the Service's vision of an inclusive workforce and posted on the FWS homepage.</p> <p style="padding-left: 40px;">“We will continue to be a leader and trusted partner in fish and wildlife conservation, known for our scientific excellence and stewardship of lands and natural resources, with an inclusive and diverse workforce committed to public service.”</p> <p>b. The Director will produce a video about diversity and inclusivity to educate the workforce and promote the Service's vision.</p> <p>c. The Director will hold an all employee broadcast to emphasize his expectations contained in the DIIP Plan and explain the critical need for the Service to build diversity as a core value.</p> <p>START DATE: October 2014 DUE DATE: Annually</p>	<p>All employees and the public are aware of the Service's vision for an inclusive and diverse workforce committed to public service.</p> <p>All employees will understand the Director's commitment to the strategic activities and action items contained in the DIIP Plan and management's responsibility to ensure diversity and inclusion are a priority in the Service.</p>
<p>2. Commit Resources</p>	<p>Director/ Deputy Directors</p>	<p>a. Funds. The Service will continue to have a separate operational budget which will be allocated by the Director and dedicated solely to fund targeted recruitment initiatives. Recruiters will be hired in each Region.</p> <p>b. People. The Director will communicate the Service's expectations to the Directorate to support the implementation of the DIIP Plan.</p> <p>c. Time. The Director will request the Directorate to provide managers and supervisors the necessary time to promote and execute the actions in the DIIP Plan.</p>	<p>The Director personally demonstrates the Service's commitment by providing the resources necessary to achieve diversity and inclusion as one of the highest priorities for all Service employees.</p>

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

Strategic Activity	Responsible Parties	Action Items	Performance Outcomes
3. Issue the Director's Annual Diversity Objectives.	Director/ Deputy Directors	a. Determine areas of low participation in the workforce and identify Director's Annual Diversity Objectives to be implemented by the Directorate.	All managers and supervisors are aware of their responsibilities to successfully achieve the Director's Annual Diversity Objectives.
		b. Establish hiring goals for individuals with targeted disabilities. START DATE: December 2014 DUE DATE: Annually	
4. Issue an annual diversity and inclusion memorandum to all employees.	Director Deputy Directors	a. The Director's memorandum will highlight improvements and address areas that still require attention, emphasizing the importance of diversity and inclusion as a core value.	The Director emphasizes to employees the importance of diversity and inclusion in the Service's workforce and provides updates on the progress being made towards reaching the Service's goals of diversity and inclusion.
		b. The Director will state that the Executive Diversity Committee members will provide leadership, oversight, and guidance to ensure that the Diversity and Inclusion Implementation Plan is implemented in the Service. START DATE: October 2014 DUE DATE: Annually	
5. Director will plan for and conduct discussions regarding implementation of the DIIP with each Directorate member.	Director Deputy Directors	The Director/Deputy Directors will ensure that diversity is on the agenda for Directorate members to have the opportunity to report on the status of implementing the DIIP Plan in their Regions. START DATE: November 2014 DUE DATE: Quarterly Directorate meetings	The Director is informed of the status of implementation of the DIIP Plan and can address any concerns.
6. Director will issue a training memorandum annually.	Director Deputy Directors	The memorandum will emphasize the requirement that all new supervisors must take a minimum of eight hours of training related to managing an inclusive and diverse workforce within six months of obtaining supervisory responsibilities. START DATE: October 2014 DUE DATE: Annually	Supervisors are more effectively prepared to manage an inclusive and diverse workforce.

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

Strategic Activity	Responsible Parties	Action Items	Performance Outcomes
7. Conduct organizational climate surveys to collect information from employees about the workforce environment.	Director Deputy Directors	<p>a. Conduct an organizational climate survey to identify cultural sensitivities and employee satisfaction and determine areas that need improvement.</p> <p>b. Encourage employees to participate in the biennial organizational climate surveys to enable the Service to determine areas of strengths in the work place and areas where improvements are needed in order to obtain and maintain an inclusive work environment.</p> <p>c. Director/Deputy Directors will conduct an all employee VTC to discuss the outcome of the organizational climate survey and planned actions.</p> <p>START DATE: December 2014 DUE DATE: Biennially</p>	The Directorate is able to identify and analyze employees' concerns and issues in order to determine actions necessary for improvement.
8. Recognize Champions of Diversity and Inclusion.	Director Deputy Directors Directorate	<p>The Director will present the Service's Champion of Diversity and Inclusion Award at the end of each fiscal year to a Region or Headquarters Program for their performance in promoting and/or supporting the diversity and inclusion goals of the Service.</p> <p>START DATE: October 2014 DUE DATE: Annually</p>	The awards recognize the collective efforts of employees in promoting the diversity and inclusion goals of the Service and encourage continued support.

**FISH AND WILDLIFE SERVICE
PERSONNEL**

Personnel

Part 227 Personnel Relations and Services

Chapter 6 Implementation of Anti-Harassment Procedures

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Responsibilities	6.6 Who is responsible for implementing the anti-harassment program? 6.7 What are the procedures for reporting harassing conduct and managers’ and supervisors’ duty to act? 6.8 How must managers/supervisors and other management officials respond to allegations?
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OVERVIEW

6.1 What is the purpose of this chapter?

A. This chapter:

(1) Supplements Personnel Bulletin 18-01 “Prevention and Elimination of Harassing Conduct,” the [Department of the Interior’s \(Department\) anti-harassment policy](#), and

(2) Establishes operational guidance specific to the U.S. Fish and Wildlife Service (Service) for responding to harassing conduct.

B. This chapter:

(1) Is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or equity by a party against the United States, its departments, agencies, bureaus, instrumentalities or entities, its officers or employees, or any other person.

(2) Does not replace the Equal Employment Opportunity (EEO) complaint process. Corrective action under this policy does not provide the remedies available in the EEO, grievance, or other processes, such as compensatory damages. Filing a report under the Department’s anti-harassment policy does not satisfy the requirements for filing an EEO complaint, negotiated grievance, or other procedure and obtaining remedies for them, nor does it delay the time limits

03/19/19

PERSONNEL RELATIONS AND SERVICES

New (previously, some parts of this policy were in 060 FW 7, which was rescinded 4/16/18)

**FISH AND WILDLIFE SERVICE
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for initiating those procedures. For more information about EEO complaints, see Parts 060 - 061 of the Service Manual.

6.2 What are the goals and objectives of the chapter?

A. The goal of the chapter is to prevent and address harassing conduct that is, or has the potential to become, so severe or pervasive that it may constitute a violation of the law.

B. The objectives of the chapter are to:

(1) Provide a clear process for employees to report harassing conduct and for management to respond to it;

(2) Ensure that appropriate officials are notified and have the opportunity to promptly correct harassing conduct; and

(3) Establish a process that:

(a) Is distinct and independent from the EEO complaint process, and

(b) Requires management to take immediate and appropriate corrective action to address and eradicate harassing conduct, regardless of whether the behavior rises to the level of violating the law (i.e., even if it is simply inappropriate).

6.3 What is the Service's policy regarding harassing conduct and reprisal? The Service:

A. Strives to create and maintain a work environment in which people are treated with dignity, decency, and respect, and are free from discrimination and harassing conduct. Our workplace should be characterized by mutual trust and the absence of intimidation, oppression, and exploitation.

B. Does not tolerate the use of derogatory words, phrases, epithets, gestures, pictures, drawings, or cartoons that are based on an individual's race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, genetic information (including family medical history), status as a parent, marital status, political affiliation, or protected activities, regardless of the means of delivery (e.g., verbal or electronic communication).

C. Does not tolerate retaliation against any employee for reporting harassing conduct, discrimination, or retaliation; filing a claim of harassing conduct; providing evidence in an investigation; or intervening to protect others who may have suffered harassing conduct, discrimination, or retaliation.

D. Takes appropriate corrective and disciplinary action when a Fact Finding Report (FFR) supports a finding that misconduct has occurred, or when a manager or supervisor fails to follow the procedures in this chapter.

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6.4 What are the authorities for this chapter?

- A. Department of Interior Personnel Bulletin (DOI PB) Number 18-01: Prevention and Elimination of Harassing Conduct.
- B. EEO Commission (EEOC) Notice 915.002: EEOC Enforcement Guidance; Vicarious Employer Liability for Unlawful Harassment by Supervisors (June 18, 1999).
- C. Merit System Principles (Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002, as amended) (5 U.S.C. 2301).
- D. Prohibited Personnel Practices (5 U.S.C. 2302).
- E. 370 Departmental Manual (DM) 752, Discipline and Adverse Actions.
- F. 370 DM 771, Administrative Grievance Procedures.

6.5. What terms do you need to know to understand this chapter?

A. Employment actions are decisions that significantly change an employee’s employment status. Such actions include, but are not limited to, hiring, firing, promoting, demoting, and reassigning an employee.

B. Harassing conduct, and specifically what type of conduct is prohibited, is defined extensively in [DOI PB 18-01](#), section 5.

C. Reprisal or retaliation occurs when employees are treated differently because they are, or were, engaging in protected activity. Protected activity includes reporting harassing conduct, discrimination, or retaliation; filing a claim of harassing conduct; providing evidence in any investigation; or intervening to protect others who may have suffered harassing conduct, discrimination, or retaliation.

RESPONSIBILITIES

6.6 Who is responsible for implementing the anti-harassment program? See Table 6-1.

Table 6-1: Responsibilities for the Anti-Harassment Program

These employees...	Are responsible for...
A. The Director	Providing overall direction and oversight for the Service’s anti-harassment program.

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These employees...	Are responsible for...
B. Directorate members	<p>(1) Ensuring employees are informed of the Service's anti-harassment policy and procedures,</p> <p>(2) Promoting management and employee efforts to eliminate harassing conduct,</p> <p>(3) Ensuring appropriate actions are taken to enforce the anti-harassment policy and procedures, and</p> <p>(4) Appropriately evaluating subordinate managers and supervisors on their performance under the procedures in this chapter.</p>
C. Deputy Regional Directors/Deputy Assistant Directors/Deputy Chiefs (DRD/DAD/DC)	Overseeing the process to address claims by ensuring the requirements for inquiries, reports, and any necessary employment actions comply with this chapter.
D. Executive Anti-Harassment Team (Deputy Director serves on the team and appoints approximately six other Directorate members to serve on a rotating basis)	<p>(1) Establishing two Fact Finding Report (FFR) Panels, whose members serve to analyze FFRs, determine whether misconduct occurred, and propose appropriate discipline; and</p> <p>(2) Making a final determination when there is disagreement between the manager/supervisor and the FFR panel.</p>
E. Managers and Supervisors	<p>(1) Making every effort to provide a work environment free of illegal harassing conduct;</p> <p>(2) Ensuring that employees know the specific procedures for reporting harassing conduct and providing training on those procedures;</p> <p>(3) Handling allegations of harassing conduct promptly, thoroughly, and appropriately, in accordance with the time sensitive procedures in this chapter and DOI PB 18-01;</p> <p>(4) Informing any alleged victim of his or her options and rights for addressing the alleged harassing conduct, including the right to consult the Office of Diversity and Inclusive Workforce Management (ODIWM) about harassing conduct involving any allegations of unlawful EEO discrimination;</p> <p>(5) Consulting with the servicing Human Resources Office (HRO) and taking prompt and appropriate corrective and disciplinary action, as necessary;</p> <p>(6) Documenting all efforts to address harassing conduct allegations; and</p>

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These employees...	Are responsible for...
	<p>(7) Protecting employees who report misconduct from retaliation.</p>
<p>F. Chief, Headquarters Division of Human Resources (HQ HRO)</p>	<p>(1) In collaboration with ODIWM, establishing and updating policies, procedures, and guidelines to administer the Service's anti-harassment program;</p> <p>(2) Providing oversight, technical assistance, and support to all management officials, employees, and Regional HROs to ensure compliance with this policy;</p> <p>(3) When he/she receives reports alleging violations of the Service's policy, taking appropriate action as we describe in this chapter;</p> <p>(4) Informing the alleged victim of his or her options and rights for addressing the alleged harassing conduct, including the right to consult ODIWM about any allegations of unlawful EEO discrimination;</p> <p>(5) When there is a conflict of interest, such as an allegation against a Directorate member, referring allegations to the Deputy Director to assign another program or Region to conduct an investigation;</p> <p>(6) Maintaining a written record of harassing conduct reports and actions taken at HQ;</p> <p>(7) Tracking reports made and actions taken under this chapter in line with the Department's Office of Human Resources case tracking procedures;</p> <p>(8) Reporting quarterly on alleged harassing conduct, findings, and actions taken at HQ to the Chief, ODIWM; and</p> <p>(9) As appropriate, developing, conducting, and coordinating training with ODIWM and the National Conservation Training Center (NCTC) on harassing conduct in the workplace.</p>

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New (previously, some parts of this policy were in 060 FW 7, which was rescinded 4/16/18)

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These employees...	Are responsible for...
G. Chief, ODIWM	<p>(1) Providing support and technical assistance on the procedures in this chapter, as requested, to ensure compliance, including explaining the differences between these procedures and the EEO complaints process and referring alleged victims within 1 business day to the servicing HRO without getting into details about specific incidents;</p> <p>(2) Informing the alleged victim, as appropriate, of his or her options and rights for addressing the alleged harassing conduct, including the right to consult an EEO counselor about harassing conduct involving any allegations of unlawful discrimination; and</p> <p>(3) As appropriate, developing, conducting, and coordinating training with the HQ HRO and NCTC on harassing conduct in the workplace.</p>
H. Regional Human Resources Officer (HRO) and his/her staff	<p>(1) Providing technical assistance and support to management officials and employees in the Region to ensure compliance with this chapter;</p> <p>(2) When they receive reports alleging violations of the Service's policy, taking appropriate action as we describe in this chapter;</p> <p>(3) Informing the alleged victim of his or her options for addressing the alleged harassing conduct, including the right to consult ODIWM about harassing conduct involving any allegations of unlawful EEO discrimination;</p> <p>(4) When there is a conflict of interest, referring allegations of harassing conduct to the HQ HRO;</p> <p>(5) Maintaining a written record of harassing conduct reports and actions taken in the Region in accordance with this chapter;</p> <p>(6) As appropriate, developing, conducting, and coordinating training with the HQ HRO and ODIWM on harassing conduct in the workplace; and</p> <p>(7) Tracking reports made and actions taken under this chapter in line with the Department's Office of Human Resources case tracking procedures, and reporting on them to the HQ HRO.</p>

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These employees...	Are responsible for...
I. Employees and other people who are performing work on behalf of the Service	<p>(1) Acting professionally and refraining from engaging in harassing conduct;</p> <p>(2) Understanding the provisions of this chapter;</p> <p>(3) Complying with all procedural requirements and cooperating with any investigation;</p> <p>(4) Participating in periodic training;</p> <p>(5) Promptly reporting incidents of harassing conduct that they witness as described in this chapter and DOI PB 18-01; and</p> <p>(6) If they have been subjected to harassing conduct, we encourage employees to inform the person(s) responsible for the conduct that it is unwelcome and offensive, and request that it stop. If the conduct continues, is severe, or if the employee is uncomfortable addressing the responsible person(s) about the conduct, the Service encourages the employee to report the matter as we describe in this chapter and DOI PB 18-01.</p>

6.7 What are the procedures for reporting harassing conduct and managers' and supervisors' duty to act?

A. Reporting harassing conduct: Individuals must take the following actions to avoid harm from unlawful harassing conduct:

(1) When appropriate, promptly and professionally inform the person responsible for the conduct that his or her behavior is unwelcome, offensive, and must stop.

(2) Individuals who have witnessed harassing conduct directed at others that is in violation of our policy, should immediately report the behavior either verbally or in writing to:

- (a) A supervisor or management official,
- (b) An employee in their servicing HR office—either the HRO or a member of the Employee Relations staff,
- (c) The Office of the Inspector General (OIG), or
- (d) The anti-harassment hotline at 1-844-437-6578.

(3) Individuals who have been subjected to harassing conduct are encouraged to report the matter to:

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- (a) A supervisor or management official,
- (b) The servicing HR office,
- (c) The OIG, or
- (d) The anti-harassment hotline at 1-844-437-6578.

(4) Non-employees, such as volunteers and visitors, should immediately notify a Service supervisor. They may also contact or call any of the entities in the subsections above.

(5) Contractors should contact their employer immediately. They should also inform a Service supervisor or an employee in the servicing HR office (either the HRO or a member of the Employee Relations staff).

(6) To the greatest extent possible, confidentiality will be protected for the individual who reports harassing conduct, except as necessary to conduct an appropriate investigation of the alleged violation(s), to take appropriate corrective action, to comply with the reporting requirements of this policy, or when otherwise required by law. We are committed to ensuring that allegations of harassing conduct are shared only with those who have a business need to know.

B. Managers'/supervisors' duty to act:

(1) Managers or supervisors who observe or are informed of allegations of harassing conduct must:

- (a) Report the conduct/allegations to the appropriate officials, even if the employee raising the allegation requests confidentiality (see [subsections 6.8A and B](#));
- (b) Ensure that a prompt, objective, and thorough investigation is conducted; and
- (c) Take steps to ensure that the harassing conduct is appropriately addressed to deter further misconduct, including taking disciplinary action, if appropriate (see [subsection 6.8C](#)).

(2) The fact that a potential victim of harassing conduct will or has filed an EEO complaint or grievance alleging harassing conduct does not relieve a manager/supervisor of his or her duty to act as this chapter requires. Multiple inquiries and investigations into a given complaint may proceed in parallel.

(3) The Service will take appropriate corrective action, disciplinary or otherwise, up to and including removal, against any supervisor or other management official who fails to perform his or her obligations, including any failure to report known violations of this policy.

C. Distinction from EEO and other remedial procedures. This policy and its reporting procedures are separate and distinct from the EEO process, which focuses on making employees whole after they have experienced discrimination (including harassing conduct) by issuing remedial relief, such as compensatory damages.

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(1) This policy does not replace an employee's EEO or other rights.

(2) Reporting allegations of misconduct under this policy does not satisfy the requirements for filing an EEO complaint, administrative or negotiated grievance, or other procedure, nor does it delay the time limits for initiating those procedures. See Parts 060 - 061 of the Service Manual for more information.

6.8 How must managers/supervisors and other management officials respond to allegations?

A. Within 1 business day: a manager, supervisor, or other official who receives a report of, or otherwise becomes aware of, harassing conduct must:

(1) Document the allegation in writing using [FWS Form 3-2437, Harassing Conduct Allegation Intake Form](#).

(2) Acknowledge receipt of the report to the reporting party.

(3) Notify his/her own first-line supervisor or, if the conduct implicates the first-line supervisor, notify the second-line supervisor.

(4) Notify:

(a) The supervisor of the person who is allegedly harassing the other person, and

(b) The alleged victim's supervisor or the Regional HR office (either the HRO or a member of the Employee Relations staff) if the conduct implicates the supervisor or another manager.

B. Within 1 business day:

(1) A manager or supervisor who receives allegations must also contact the servicing HR office (either the HRO or a member of the Employee Relations staff).

(2) Failure to report the allegation could result in disciplinary or adverse action being imposed upon the manager or supervisor for inaction.

C. As soon as possible:

(1) The managers/supervisor must:

(a) In consultation with the servicing HRO, the manager/supervisor must determine:

(i) What conduct is at issue, whether it arguably could be considered harassing conduct, and whether it is potentially criminal in nature;

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(ii) Who may be involved;

(iii) Whether the reported activity poses a security risk and whether it is necessary to alert law enforcement (e.g., in instances where there is a threat of immediate physical harm); and

(iv) What interim measures should they implement, as appropriate, to ensure harassing conduct does not continue.

If the report is made outside of the regular business hours of the servicing HR office, managers/supervisors should take action based on their best judgment to minimize any perceived risk of immediate harm, and contact the servicing HR office as soon as normal business hours resume.

(b) Take measures as described in DOI PB 18-01 Section 7.B.3 (immediately if necessary) to stop any inappropriate conduct and prevent further harassing conduct or retaliation while an investigation is being conducted.

(c) Assure the individual who reports alleged harassing conduct that the Service will:

(i) Conduct a prompt, thorough, and impartial investigation;

(ii) Protect his/her confidentiality to the extent possible; and

(iii) Take immediate and appropriate corrective action when it has been determined that harassing conduct has occurred.

(d) Inform the individual making the allegations of his/her right to:

(i) Seek EEO counseling from ODIWM within 45 calendar days from the date of the alleged harassing conduct if the basis for the harassing conduct is covered under EEO discrimination laws or statutes;

(ii) File a grievance in accordance with the terms of his/her formal bargaining contract, if applicable, or pursue an administrative grievance under 370 DM 771; and

(iii) Seek relief through any other statutory process.

(e) If the person who was allegedly harassed requests anonymity, the manager/supervisor must still perform the duties we describe in this chapter by taking prompt action to prevent and correct any harassing conduct. The manager/supervisor must make clear to the alleged victim that:

(i) All reports of alleged hostile or abusive conduct and related information will be maintained on a confidential basis to the greatest extent possible. The identity of the employee alleging violations of this policy will be kept confidential except as

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necessary to conduct an appropriate investigation into the alleged violation or to take appropriate disciplinary or corrective actions, to comply with the reporting requirements of this policy, or when otherwise required by law;

(ii) Information about the allegation of harassing conduct will be shared only with those who have a business need to know about it; and

(iii) Management has an obligation to take action upon learning of harassing conduct, even if the employee requests no action be taken.

(2) The HR office (either the HRO or a member of the Employee Relations staff) notifies the Harassment Duty Attorney in the Office of the Solicitor (SOL) at SOL-Antiharass@sol.doi.gov and the DRD/DAD/DC about the allegations.

D. Allegations reported directly to the servicing HR office: When the servicing HR office receives an allegation of harassing conduct:

(1) The HR office must complete the steps we describe in section 6.8A.

(2) The HR office must also inform the alleged victim of his or her options and rights for addressing the alleged harassing conduct, including the right to consult ODIWM on harassing conduct involving any allegations of unlawful EEO discrimination.

(3) If determined necessary, the manager/supervisor to whom the allegation is sent, in conjunction with the Employee Relations Specialist, must ensure that a prompt, thorough, and impartial investigation of the allegation is initiated within 2 business days from the date in which the allegations were brought to his/her attention. See sections 6.9 and 6.10 for more information on how investigations are conducted.

(4) The servicing HR office (either the HRO or a member of the Employee Relations staff) also serves as an advisor for conducting the investigation and monitors the processing of the harassing conduct allegations to ensure that those responsible are meeting the required timeframes.

(5) When there is a conflict of interest at the Regional level, the Regional HR office must immediately refer it to the HQ HRO. When there's a conflict at HQ, the HQ HRO must refer it to the Deputy Director as soon as possible.

(6) The HR office must notify the Harassment Duty Attorney in SOL at SOL-Antiharass@sol.doi.gov.

E. Allegations reported directly to ODIWM: When ODIWM receives an allegation of harassing conduct outside of the EEO process, staff must:

(1) Complete the steps we describe in section 6.8A.

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(2) Provide support for and technical assistance, as requested, to ensure compliance with this chapter, including explaining the differences in the requirements and responsibilities between this chapter and the rights and requirements under the EEO complaints process.

(3) Advise the alleged victim of his/her options and rights for addressing the alleged harassing conduct, including the right to consult about harassing conduct involving any allegations of unlawful discrimination.

(4) Within 1 business day, report the allegation to the servicing HR office (either the HRO or a member of the Employee Relations staff), as appropriate, and provide them with the alleged victim's name and contact information.

INVESTIGATIONS

6.9 What is an investigation, and how does the Service conduct one?

A. Description: An investigation:

(1) Is an examination that usually involves collecting statements and, if relevant, supporting evidence, and

(2) Must result in a record sufficient enough to:

(a) Support any corrective or disciplinary action taken, or

(b) Indicate that there is not enough evidence to support such an action.

B. Timing and investigation decisions:

(1) Within 3 business days of the receipt of the allegation, the manager/supervisor (or designee) of the employee who is allegedly harassing another, must consult with the servicing HR office (either the HRO or a member of the Employee Relations staff) to determine whether and what type of further investigation is required (see DOI PB 18-01 Section 7.D.) and if the preliminary information is sufficient to determine whether corrective action is necessary. (The HR office (either the HRO or a member of the Employee Relations staff) will consult with the SOL.) These decisions are fact-specific and must be made on a case-by-case basis. Any disagreement between the responsible management official and the SOL or HR office should be directed to the HQ HRO.

(2) If the officials above determine an investigation is necessary, the servicing HR Specialist ensures that the investigative process is initiated within 2 business days of that decision. The servicing HR Specialist is the primary point of contact for logistics related to getting an internal or third-party investigator in place, as well as when the allegations have been referred for criminal investigation or to the OIG.

(3) Following are guidelines for determining which entity is the best investigating lead:

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- (a) OIG: Allegations of criminal activity and allegations implicating a member of the Senior Executive Service (SES), or other senior or prominent management official.
- (b) Office of Law Enforcement Professional Responsibility Unit: Allegations involving law enforcement personnel.
- (c) Third-party investigators: Allegations of harassing conduct of a sexual nature.
- (d) All other allegations under this policy may be handled by a third-party investigator, Employee Relations Specialist(s), manager/supervisor, or another employee trained to conduct investigations.

(4) The manager/supervisor (or designee) of the employee who is allegedly harassing another, in consultation with the servicing HR office (either the HRO or a member of the Employee Relations staff) and SOL, makes the final decision about the investigation method based on the complexity and scope of the allegation(s) and the availability of qualified investigators.

(5) DOI PB 18-01 provides detailed guidance regarding the responsibilities of other entities to conduct an investigation subsequent to a report of harassing conduct.

C. Mechanics of the investigation:

(1) The alleged harasser's program must pay for any costs for an investigation.

(2) The alleged harasser's manager/supervisor (or designee), in consultation with the servicing HR office (either the HRO or a member of the Employee Relations staff) and SOL:

(a) May use a manager, supervisor, or other appropriate official from either within or outside of the program area or Region, or a contractor from a third party.

(b) Must ensure that the individual conducting the investigation:

(i) Does not have a conflict of interest with either the alleged victim or the alleged harasser,

(ii) Is trained in the skills that are required for interviewing witnesses and gathering facts, and

(iii) Provides a completed Fact Finding Report (FFR).

(3) All investigations must be conducted in accordance with the Department's *Investigator Guide to Conducting Administrative Investigations*.

(4) In some cases, if the alleged harasser admits to everything that was alleged, there is no need to interview witnesses. Management officials should consult with the servicing HRO to determine if additional information is needed and take appropriate corrective action.

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(5) After the investigation is complete, the person conducting the investigation must provide a completed FFR to the manager/supervisor to whom the allegation was sent. The manager/supervisor must review this report and, in consultation with the servicing HRO, give it to the FFR Review Panel (see section 6.10). The FFR must also be sent to SOL for legal review before finalized.

6.10 How does the Service review and analyze reports from the investigation into allegations of harassing conduct? The Service will use FFR Review Panels to review the FFR and act as proposing unit for disciplinary actions.

A. FFR Review Panel composition:

(1) The Service Executive Anti-Harassment Team establishes two panels of three supervisory employees each.

(2) Members must:

(a) Be senior-level employees (GS-14 or above), and

(b) Serve 6- to 12-month terms.

(3) Membership will rotate so each panel will have an experienced member at all times.

(4) HQ HRO staff will train members at the beginning of their terms, and the HQ HR Officer and other servicing HR Officers will serve as their advisors.

B. Processing FFRs:

(1) When an FFR is issued, the HR Specialist convenes an FFR Review Panel and provides an overview of the allegations.

(2) The panel reviews and analyzes the report and consults with the HR Specialist and SOL to determine if misconduct occurred.

(3) If immediate action is needed (e.g., removing an alleged harasser from the work site), there is no need to wait for the panel's assessment.

6.11 How does the Service determine penalties for findings of harassing conduct?

A. If the FFR Review Panel determines that misconduct occurred and that discipline is warranted, the panel will serve as the proposing official. The panel will work closely with the HR Specialist and SOL on determining the penalty. The deciding official will be identified in the proposal letter. In most cases, this will be a manager in the employees' chain of command. Deputy Regional or Assistant Directors have the authority to appoint a deciding official outside the chain of command, if needed.

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B. Within the Service, allegations of misconduct of a sexual nature have a starting point for discipline for a first offense of a 5-day suspension. Other charges have varying levels of discipline, and the panel will rely on the Department's Table of Penalties to propose penalties. As with all allegations of misconduct, determining charges and any penalty for discipline requires the application of reasonable judgement.

(1) The determination must follow 370 DM 752 for policies and procedures and include an analysis of the Douglas factors for assessing penalties.

(2) Penalties up to removal are within the range in the Table of Penalties for a first offense.

(3) If the situation warrants, the penalty may be mitigated below a 5-day suspension, but that mitigation must be documented.

TRACKING AND OTHER INFORMATION

6.12 What are the tracking requirements? The servicing HRO must:

A. Track information related to any allegations of harassing conduct in separate case files and in accordance with established records management policies.

B. Monitor and record the status of allegations, including final resolution, in the appropriate tracking system approved by the Department's Office of Human Resources. This information helps the Department monitor compliance with policy, understand trends related to harassing conduct, and ensure swift resolution of complaints.

6.13 How can employees get more information about the Service's policy and procedures on harassing conduct? If you have a question about Service policy or the procedures in this chapter, contact HQ HRO or your Regional HRO.

/sgd/ Margaret E. Everson
PRINCIPAL DEPUTY DIRECTOR

Date: March 19, 2019

03/19/19

PERSONNEL RELATIONS AND SERVICES

New (previously, some parts of this policy were in 060 FW 7, which was rescinded 4/16/18)



Wild, Jesse <jesse_wild@fws.gov>

Zero Tolerance Harassment Policy

Deputy Director, Principal <principal_deputy_director@fws.gov>
Bcc: fws_all_employees@fws.gov

Wed, Dec 13, 2017 at 4:21 PM

It is the policy of the U.S. Fish and Wildlife Service (Service) to provide employees with a work environment that is free from harassment (Manual chapter 060 FW 7, Anti-Harassment Policy and Procedures). The Service prohibits harassment on the basis of race, color, national origin, religion, sex whether or not of a sexual nature (including pregnancy, gender identity, transgender status, and sexual orientation), disability, age (40 years or older), reprisal, or protected genetic information.

Workplace harassment is any form of unwelcome, pervasive, persistent, unsolicited verbal, non-verbal, or physical conduct that is so objectively offensive that it alters the victim's terms and conditions of employment, either by culminating in a tangible employment action or by being sufficiently severe or pervasive as to unreasonably interfere with an employee's work performance by creating an intimidating, abusive, offensive, and hostile work environment. The use of derogatory words, phrases, epithets, gestures, pictures, drawings, or cartoons can create an intimidating and hostile work environment and will not be tolerated in the workplace regardless of the means of delivery, which includes, but is not limited to, verbal communication, electronic mail, text messaging, or any other form of written or electronic communication.

Just as we strive to accomplish our mission, we must also strive to maintain the trust and confidence of our employees, conservation partners, and the public. Harassment adversely affects morale, teamwork, and productivity, and is strictly prohibited.

Employees are strongly encouraged to report incidents of harassment to their immediate supervisor (allegations involving an immediate supervisor should be reported to a higher-level management official). Employees may also contact their servicing Human Resources (HR) Office or Office of Diversity and Inclusion (ODI)/Diversity and Civil Rights (DCR) Office, or Headquarters' Office of Diversity and Inclusive Workforce Management (ODIWM). Supervisors and managers will take immediate action in accordance with Manual chapter 060 FW 7, Anti-Harassment Policy and Procedures to resolve reports of harassment. If evidence confirms allegations of harassment, the supervisor will take appropriate corrective and disciplinary action. Any employee found to have participated in harassment of any kind will be subject to appropriate administrative or disciplinary action, which may include removal from federal service. Disciplinary action will also be taken against supervisors who do not carry out their responsibilities under this policy. Any action taken to address and resolve issues of harassment will be confidential, and retaliatory action against an employee who raises a claim of harassment of any kind will not be tolerated.

The Service's internal inquiry is a management responsibility and is not part of the Equal Employment Opportunity (EEO) complaint process. Any employee who desires to initiate an EEO complaint alleging harassment must contact their Regional ODI/DCR Office or the ODIWM at Headquarters within 45 calendar days of the date of the alleged harassment. The Service's inquiry does not have an impact on the EEO time requirement. Therefore, employees may not wait until after an internal inquiry is conducted per the Zero Tolerance Harassment Policy if they desire to enter into the EEO process.

If you have any questions or require additional information on the Service's policy regarding Zero Tolerance Harassment, contact your servicing ODI/DCR or HR Office, or the ODIWM at (703) 358-1724.



United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240


DEC 10 2018



In Reply Refer To:
FWS/ODIWM/069364

Memorandum

To: All U.S. Fish and Wildlife Service Employees

From:  Principal Deputy Director

Subject: Reasonable Accommodation Policy for Scheduled Events

The U.S. Fish and Wildlife Service (Service) is committed to ensuring its programs, facilities, and activities are accessible to all individuals, including persons with disabilities. Headquarters (HQ) and Regional Offices (RO) are required to have a primary point of contact to ensure that Service-sponsored activities, events, and electronic information technologies meet the required accessibility standards. All Service event sponsors or coordinators are responsible for working with their HQ or RO point of contact to ensure that events are accessible to all Service employees. When announcing an event or meeting, it is required that all Service-sponsored activities include an accessibility statement explaining how individuals with disabilities may request an accommodation or program modification.

The following statement is required for inclusion in all HQ and RO event announcements, and electronic and hard copy fliers:

"The U.S. Fish and Wildlife Service is committed to providing access to this meeting [or event] for all participants. Please direct all requests for sign language interpreting services, close captioning, or other accommodation needs to [name, phone, e-mail], TTY 800-877-8339 by close of business [deadline]."

Please note that sign language interpreters should be requested at least five business days in advance of the event. Interpreters must be provided for Service-sponsored events that are open to all employees or the public and for all events at which the Director or Deputy Directors are scheduled to speak. Furthermore, event coordinators should not wait for requests from employees when it is known that employees with hearing impairments are expected to be present.

Service events include, but are not limited to: Service-sponsored events on and outside of Service property; management- or employee-sponsored meetings and briefings; special emphasis observances; announcements of reports or major initiatives; conferences; training programs; and office social functions such as retirement celebrations and holiday parties. If you have any questions or need more information, please contact Ms. Julia Bumbaca, the Service's Diversity Program Manager, at 703-358-2349 (Voice), TTY 800-877-8339, or Julia_Bumbaca@fws.gov.



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/ODIWM/067107

DEC 13 2017

Memorandum

To: All U.S. Fish and Wildlife Service Employees

From: Deputy Director 

Subject: Personal Assistance Services (PAS)

Effective January 3rd, 2018, all Federal Government Agencies must provide Personal Assistance Services (PAS) to qualifying employees, as required in the amended regulations implementing Section 501 of the Rehabilitation Act of 1973. PAS are services that help individuals with targeted disabilities that require assistance to perform basic activities of daily living, such as eating and using the restroom.

PAS requests that employees will follow the U.S. Department of the Interior (Department) Reasonable Accommodations procedures. The attached fact sheet contains links to additional information on why this requirement is going into effect, the Department Policies and Procedures, what constitutes Personal Assistance Services and what the employee requirements are to qualify.

As a reminder, managers and supervisors are required to complete one hour of mandatory Reasonable Accommodations training which must include training on the new PAS requirements. To initiate requests, schedule PAS training, or any other questions, please contact Ms. Julia Bumbaca, Disability Program Manager, at Julia_Bumbaca@fws.gov, or 703-358-2349.

Attachment



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

JAN 10 2018

PERSONNEL BULLETIN NO. 17-18

SUBJECT: Personal Assistance Services

1. PURPOSE. This Personnel Bulletin outlines the Department of the Interior's procedures for the administration and management of Personal Assistance Services (PAS) as directed by the Final Rule for Equal Employment Opportunity Commission (EEOC) 29 CFR Part 1614, Affirmative Action for Individuals with Disabilities in Federal Employment.

2. AUTHORITIES/REFERENCES.

- a. 29 CFR Part 1614, Affirmative Action for Individuals with Disabilities in Federal Employment

3. SCOPE. This Personnel Bulletin directs Bureaus to provide PAS to employees who, because of targeted disabilities, require such assistance during work hours or in order to participate in work-related travel.

4. DEFINITIONS.

4.1. Personal Assistance Services. Services that assist a person with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example assistance with removing and putting on clothing, eating, and using the restroom. These services differ from services that help the individual perform job-related tasks (e.g., sign language interpreters for individuals who are deaf, or readers for individuals who are blind or have learning disabilities) or specific job functions (e.g., reviewing documents).

4.2. Personal assistance provider. An employee or independent contractor whose primary job functions include provision of PAS.

4.3. Targeted disability. A disability that is designated as a "targeted disability or health condition" on the U.S. Office of Personnel Management's Standard Form 256 or that falls under one of the first 12 categories of disability listed in Part A of question 5 of the EEOC's Demographic Information on Applicants form.

4.4. Reasonable accommodation. A modification or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question.

4.5 Undue hardship. A specific type of accommodation that causes significant difficulty or expense to accomplish. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship.

5. POLICY.

5.1. PAS shall be provided to employees who, because of targeted disabilities, require such assistance during work hours or in order to participate in work-related travel—unless doing so would pose an undue hardship. Supervisors may also provide PAS to other employees with disabilities that do not meet the definition of “targeted” disability if they so choose. The Department’s obligation to provide reasonable accommodation to qualified individuals with disabilities is unaffected by this requirement.

5.2. PAS differ from medical services and services that are typically performed by someone who often has the job title of "personal assistant." PAS are non-medical services such as helping an individual take off and put on a coat, eat, and use the restroom. These services are needed by individuals whose specific disabilities make it difficult for them to perform such daily living activities on their own. PAS providers may perform tasks unrelated to PAS, but only to the extent that doing so does not result in failure to provide PAS required in a timely manner.

5.3 Requesting PAS: Employees interested in requesting PAS should follow the procedures outlined in Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities.

5.4. Choosing a PAS Provider: The supervisor ultimately chooses the PAS provider; however, when selecting someone who will provide PAS to a single individual, primary consideration must be given to the individual's preferences to the extent permitted by law. Several options exist for employing a PAS provider. For example, Bureaus may use an independent contractor or a federal employee. Supervisors should coordinate with their servicing Human Resources Office (HRO) to explore these and other options.

5.5. Undue Hardship Determinations: Undue hardship occurs if providing PAS causes significant difficulty or expense incurred by the Department. In such a case, the requested PAS does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors as:

5.5.1. Nature and cost of the accommodation;

5.5.2. Overall size of the program with respect to the number of employees, number and type of facilities, and size of budget;

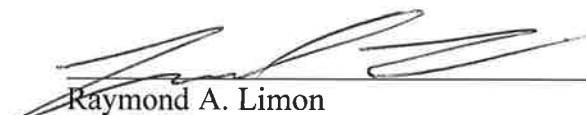
5.5.3. Type of operation, including composition and structure of the workforce; and

5.5.4. Impact of the accommodation on the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility's ability to conduct business.

5.5. When assessing whether a request for PAS presents an undue hardship, the resources of the Department, not just those of the Bureau or Office, should be considered. If the supervisor

believes an undue hardship exists, he/she will notify their servicing HRO who, in turn, shall coordinate with the Department's Reasonable Accommodation Program Manager who is responsible for providing guidance on PAS.

6 POINT OF CONTACT. The Department's Office of Human Resources, Workforce Relations Division serves as the point of contact for this policy.



Raymond A. Limon
Director, Office of Human Resources

Attachments:

EEOC Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act

Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities



Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act

September 18, 2017

On January 3, 2017, the Equal Employment Opportunity Commission (EEOC or Commission) amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 (Section 501), the law that prohibits the federal government from discriminating in employment on the basis of disability and requires it to engage in affirmative action for people with disabilities.

As part of the agencies' obligation to engage in affirmative action, federal agencies are required by the new regulations to provide Personal Assistance Services (PAS) to individuals who need them because of certain disabilities. See 29 C.F.R. § 1614.203(d)(5). PAS are services that help individuals who, because of targeted disabilities, require assistance to perform basic activities of daily living, like eating and using the restroom. This document answers some of the most common questions about this new regulatory requirement.

Background

1. What do the new regulations say about PAS?

The regulations require federal agencies to provide PAS, in addition to reasonable accommodations, to certain employees who have targeted disabilities unless doing so would impose an undue hardship on the agency. They also state that an agency cannot discriminate against an individual based on the need for PAS.

2. Why do the regulations include the requirement to provide PAS?

Some individuals with targeted disabilities cannot work unless PAS are provided to them in the workplace. The services will allow such individuals to enjoy the opportunity and independence offered by paid employment. They also will reduce the amount of taxpayer funds spent on public disability benefits by allowing such individuals to receive paid jobs in the competitive workplace.

3. When must agencies start complying with the new PAS requirement?

Agencies will be required to provide PAS beginning on January 3, 2018, one year after the regulations were issued. This is called the "applicability date." The delayed applicability date will allow agencies to modify their existing practices. EEOC will provide agencies with training and technical assistance during the time leading up to the applicability date.

4. Are there any reporting requirements regarding the agency's implementation of the PAS procedures?

Yes. Each agency will be required to prepare annually, and submit to EEOC for approval, an affirmative action plan that includes a copy of its PAS procedures and information on its efforts to implement them.

Do the New Regulations Apply to My Organization?

5. Do the new regulations apply to all federal agencies?

Yes. All federal agencies, including federal agencies with fewer than 1000 employees, are subject to the new regulations, including the sections that require PAS. There are no waiver provisions for small agencies or blanket exclusions; all agencies are expected to budget for PAS just as they would for reasonable accommodations under the Rehabilitation Act.

6. Does the PAS requirement apply to private businesses?

No. These regulations apply only to the federal government and do not apply to private businesses.

7. Does the PAS requirement apply to federal contractors, recipients of federal funds, or state and local government employers?

No. Note, though, that federal contractors are subject to a different set of affirmative action requirements under Section 503 of the Rehabilitation Act. The new Section 501 regulations do not affect those requirements.

What Are PAS?

8. Do the new regulations define PAS?

Yes. The regulations state that "PAS" means "assistance with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, and using the restroom." The regulations do not attempt to list every activity that might constitute PAS. For example, someone providing PAS might push a wheelchair or assist someone with getting into or out of a vehicle at the worksite.

9. Do PAS include medical services?

No. PAS do not include, for example, performing medical procedures (e.g., administering shots) or medical monitoring (e.g., monitoring blood pressure).

10. Do PAS include helping an individual with a targeted disability to perform his or her own job functions?

No. PAS allow individuals to perform activities of daily living that an individual would typically perform if he or she did not have a disability. PAS do not help individuals with disabilities perform their specific job functions, such as reviewing documents or answering questions that come through a call-in center. PAS differ from services that help an individual to perform job-related tasks, such as sign language interpreters who enable individuals who are deaf to communicate with coworkers, and readers who enable individuals who are blind or have learning disabilities to read printed text. Those services are required as reasonable accommodations, if the individual needs them because of a disability and providing them does not impose undue hardship on the agency. An agency's obligation to provide reasonable accommodations is unaffected by the new regulations.

When Must an Agency Provide PAS?

11. Do the new regulations place limits on an agency's obligation to provide PAS?

Yes. Agencies are only required to provide PAS to an individual if-

- o the individual is an employee of the agency;
- o the individual has a targeted disability;
- o the individual requires the services because of his or her targeted disability;
- o the individual will be able to perform the essential functions of the job, without posing a direct threat to safety, once PAS and any required reasonable accommodations have been provided; and
- o providing PAS will not impose undue hardship on the agency.

12. What are "targeted disabilities"?

Targeted disabilities are a subset of conditions that would be considered disabilities under the Rehabilitation Act. The federal government has recognized that qualified individuals with certain disabilities face significant barriers to employment, which for some people may include lack of access to PAS in the workplace, that are above and beyond the barriers faced by people with the broader range of disabilities. The federal government calls these "targeted disabilities."

A list of targeted disabilities can be found here: https://www.opm.gov/Forms/pdf_fill/sf256.pdf. Note, however, that not everyone with a targeted disability will be entitled to PAS under the new regulations, because only some individuals with targeted disabilities require assistance with basic activities like eating and using the restroom. Medical conditions that are more likely to result in the need for PAS include, for example, missing limbs or paralysis due to spinal cord injury.

13. Does the requirement apply to both existing employees and to new employees?

Yes. Agencies must provide PAS to an employee if the conditions listed in the answer to Question 11 have been met, regardless of when the employee was hired. Even if an existing employee who is entitled to PAS under the regulations has arranged for his or her own PAS in the past, the agency will be responsible for providing PAS beginning on the regulations' applicability date, provided that the conditions listed in the answer to Question 11 have been met.

14. Are agencies required to provide PAS during work-related travel?

When an agency's assignment of work-related travel results in an employee's inability to rely on his or her usual source of PAS during both work and off-work hours, agencies are required to provide PAS at all times during that work-related travel, independent of the new regulations, as a reasonable accommodation (absent undue hardship). Additionally, even if an employee's usual PAS provider is available during work-related travel, agencies are required to pay any additional costs related to providing PAS while on travel, such as transportation costs for the PAS provider, as a reasonable accommodation.

15. Are agencies required to provide PAS to help employees commute to work?

No. Agencies are only required to provide PAS when the individual is working, unless he or she is on work-related travel (see answer to Question 14).

16. Are agencies required to provide PAS during telework?

Yes, if the conditions listed in the answer to Question 11 have been met and the individual is entitled to telework under the agency's telework policy or as a reasonable accommodation. Agencies are cautioned not to revoke an individual's permission to telework because he or she is entitled to PAS under the new regulations.

17. Are agencies required to provide PAS during employer-sponsored events such as holiday parties?

Yes. Under the new regulations, federal agencies must, as a matter of affirmative action, provide PAS for employees to participate in employer-sponsored events, to the same extent as they must provide reasonable accommodations. The Rehabilitation Act requires reasonable accommodations that enable employees with disabilities to enjoy "benefits and

privileges of employment," equal to those enjoyed by similarly situated employees without disabilities. Benefits and privileges of employment include physical access to spaces available to all employees (such as cafeterias or break rooms), employer-sponsored training, and employer-sponsored social events.

Who Will Perform the Services?

18. Are PAS providers federal employees or contractors?

Agencies may use federal employees, independent contractors, or a combination of employees and contractors. Agencies also have discretion as to how to classify their PAS providers concerning pay grade, benefits, and leave.

19. May agencies ask existing employees to provide PAS?

It depends on the situation. It is not appropriate to require someone who does not provide PAS or similar services as part of his or her job to assist another employee with tasks such as eating and using the restroom.

However, the regulations do not prohibit agencies from assigning the responsibility to perform a personal assistance service to an existing employee who already performs a similar service as part of his or her regular job. Agencies that utilize this strategy should ensure that the resulting number of providers is sufficient to provide PAS in a timely manner to any agency employee who is entitled to them.

20. Are agencies permitted to utilize a pool of PAS providers, rather than assign one PAS provider to each employee who needs one?

Yes, as long as each individual who is entitled to PAS under the regulations receives them in a timely manner. If utilizing a pool of providers would foreseeably result in some individuals not receiving services when they are needed, the agency should increase the number of available providers or arrange for dedicated PAS providers.

21. Must an agency consider an employee's choice of a particular PAS provider?

If an agency is hiring a PAS provider who will be assigned to a single individual, and if that individual prefers a particular provider (e.g., because the provider has worked with him or her in the past), the agency must give primary consideration to the employee's choice to the extent permitted by law. However, it may not be possible to honor the individual's preferences in all cases. An agency may choose a different provider if, for example, the individual's preferred provider is not qualified or less qualified than another applicant, if the agency decides to utilize a pool of shared providers instead of dedicated providers, for reasons of cost or convenience (see answer to Question 20), or if the agency decides to have appropriate existing employees provide PAS, again, for reasons of cost or convenience (see answer to Question 19).

22. Is the agency required to find a PAS provider of the same gender as the employee?

Although PAS include assistance with activities that may be considered personal, PAS providers render this assistance in a professional capacity. The central question is whether the individual can provide the necessary services. Generally, providers of one gender are no more qualified than those of another to provide such services. However, as noted in the answer to Question 21, when hiring a PAS provider who will be assigned to a single individual, the agency must give primary consideration to the employee's preferences to the extent permitted by law.

23. Is an employee permitted to bring his or her own PAS provider to work instead of having the agency provide one?

An individual may request permission to bring his or her own PAS provider to work as a reasonable accommodation if the individual does not request that the agency assume the cost of providing the services. However, if the individual wants the agency to assume the cost of providing the services, the agency may have reasons to choose a different provider (see answer to Question 21).

24. What if the position held or sought by the individual with a targeted disability requires a security clearance?

If an individual's PAS provider would have access to classified information, the agency should find a provider who has, or who likely could get, the appropriate security clearance. The Commission acknowledges that, under some circumstances, finding such a provider may be sufficiently difficult as to constitute an undue hardship. If an individual with a targeted disability is unable to perform essential job functions because an appropriate provider cannot be found, the agency may consider the individual to be unqualified for the position.

25. What happens if the person who provides PAS for an employee is unavailable?

An agency should instruct PAS providers to notify it of any absences as soon as possible, so that it can make alternative arrangements. Such arrangements could include, for example, contracting with different providers on a short-term basis, adjusting the schedules of shared PAS providers if the agency utilizes any, or allowing the individual to telework if the employee can work at home without the need for PAS provided by the agency.

26. Are agencies permitted to assign non-PAS job functions to PAS providers?

Yes. Many agencies that currently provide PAS employ individuals who also do other work-related tasks. Sometimes these work-related tasks are those that are required as a reasonable accommodation (see the answer to Question 10). Other times, the work-related tasks are the type that any assistant would provide. However, if an agency does assign additional duties to its PAS providers, it should ensure that those duties do not interfere with provision of PAS, and that all individuals who are entitled to PAS continue to receive them in a timely manner.

27. Where can an agency find PAS providers?

12/14/2017 Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation ...

Applicants for PAS provider positions may be found in the same way that applicants for other positions are located-by advertising the opening on USAJOBS and other job posting boards. Additional resources include local vocational rehabilitation offices, American Job Centers, centers for independent living, home care agencies, and the individual who requested PAS. Additionally, some contractors are available through GSA Advantage.

What Is the Process for Getting PAS?

28. How does an employee request PAS?

As with reasonable accommodation, an individual may request PAS by informing a supervisor, human resources professional, or other suitable individual that he or she needs assistance with daily life activities because of a medical condition. The individual does not need to mention Section 501 or the EEOC's regulations explicitly, or use terms such as "PAS" or "affirmative action" to trigger the agency's obligation to consider the request.

29. Is providing PAS an HR/OCHCO function or an EEO/OCR function?

Each agency may determine whether to assign the responsibility of processing requests for PAS and arranging for PAS to HR/OCHCO or EEO/OCR staff, provided that they are given sufficient resources and training to comply with the new regulations. However, the regulations provide that the process for requesting PAS, the process for determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship, are the same as for reasonable accommodations. See 29 C.F.R. § 1614.203(d)(5)(v). Agencies therefore may find it most effective to assign responsibility for providing PAS to a Disability Program Manager, if the agency has one, or to the individual(s) responsible for processing requests for reasonable accommodation.

30. Are agencies required to have written procedures for processing requests for PAS?

Yes. Many federal employees will be unfamiliar with the new PAS requirement, so it is important to have written procedures in place by the time the regulations come into effect. An agency may create separate PAS procedures or, alternatively, state in its reasonable accommodation procedures that the process for requesting PAS, the process for determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship, are the same as for reasonable accommodations.

31. When may an agency deny a request for PAS?

The agency is only required to provide PAS if the requesting employee is entitled to them under the regulations. Therefore, an agency may deny a request for PAS if-

- o the requestor is not an employee of the agency;
- o the requestor does not have a targeted disability;
- o the targeted disability does not create a need for PAS;
- o the requester is not able to perform the essential functions of the job, even with PAS and any reasonable accommodations;
- o the requester would create a direct threat to safety on the job, even with PAS and any reasonable accommodations; or
- o providing PAS would impose undue hardship on the agency.

32. How does an agency determine whether an individual has a targeted disability that creates a need for PAS?

To determine whether a requesting individual is entitled to PAS, and, if so, the nature of the required services, an agency should ask the employee what types of PAS he or she needs using the same type of informal, interactive process used for reasonable accommodation. The agency should expect the process to be brief in most cases. An employee is not likely to request assistance with activities such as eating or using the restroom unless it is truly necessary, and, in general, such assistance is only necessary for individuals who have obvious targeted disabilities like paralysis and missing limbs. Where it is obvious that an employee has a targeted disability and needs the requested services, the agency may not require the individual to provide medical documentation in support of the request.

For further information on the interactive process, see the EEOC's [Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act](#).

33. How does an agency determine whether providing PAS would impose undue hardship on the agency?

Under the new regulations, the term "undue hardship" has the same meaning that it has in the reasonable accommodation context. Granting a request for PAS will impose undue hardship on an agency if it would result in "significant difficulty or expense." The regulations emphasize that, as with reasonable accommodation, the determination of whether granting an individual's request for PAS would impose "significant" difficulty or expense must take into account all resources available to the agency as a whole.

34. Are there enforcement provisions in the event that an agency denies a request for PAS?

Agencies that fail to meet any of the regulation's requirements risk having their affirmative action plans disapproved. EEOC will work with agencies to achieve compliance with all such requirements. However, where such efforts are not successful, the Chair of the EEOC may issue a notice to the head of any such noncompliant agency and publicly identify the agency. See 29 CFR § 1614.102 (e). As set forth in the preamble, the regulation takes no position on the availability of a private remedy for affirmative action obligations. The EEOC believes that its procedural regulations governing complaints of discrimination in the federal sector, found at 29 CFR §1614, subpart A, are the most appropriate place to address this question.

35. Are there confidentiality requirements and/or privacy considerations involved in providing PAS?

Yes. The Rehabilitation Act prohibits the disclosure of medical information except in certain limited situations. Generally, information that is otherwise confidential under the Rehabilitation Act may be shared only with individuals involved in the PAS process who need to know the information to consider PAS for a specific individual.

36. May an employer require an individual requesting PAS to self-identify as a person with a targeted disability on a form, such as OPM's SF 256?

No. An agency cannot require an employee to complete a self-identification form regarding whether he or she is an individual with a disability, such as OPM's voluntary "Self-Identification of Disability" form (SF-256) or any other self-identification form. The agency also cannot make completion of the form a condition of receiving PAS. Note, however, that the agency still may be able to count an individual who is receiving PAS in its annual disability workforce analysis, even if the individual does not self-identify as having a disability. See 29 C.F.R. § 1614.203(d)(6)(ii).

How are PAS Funded?

37. Which part of the agency's budget pays for PAS?

Agencies may structure their own budgets as they see fit. However, the resources available to the agency as a whole are considered when determining whether an agency can provide PAS without undue hardship. In the Commission's experience, it is easier for individuals within an agency to determine whether the agency as a whole has sufficient resources to cover a disability-related expense, such as the cost of a reasonable accommodation, if such funds are drawn from a centralized account. The EEOC has produced several resources explaining the undue hardship standard. See, e.g., EEOC, *Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act* (2002), <https://www.eeoc.gov/policy/docs/accommodation.html>.

38. Is an agency required to provide PAS if the individual can rely on outside sources to provide them at no cost or a reduced cost?

Agencies are entitled to consider all available resources when arranging for PAS, including outside sources that are already providing PAS or are willing to provide PAS at their own expense, such as a state or veterans' rehabilitation agency. However, agencies are ultimately responsible for ensuring that the services are provided in a timely manner and cannot rely on the fact that an outside source has promised to, or is otherwise obligated to, provide PAS as a reason for denying an employee's request.

39. Is an agency required to pay an employee's family member who provides PAS at work, but who also performs PAS off the job without compensation?

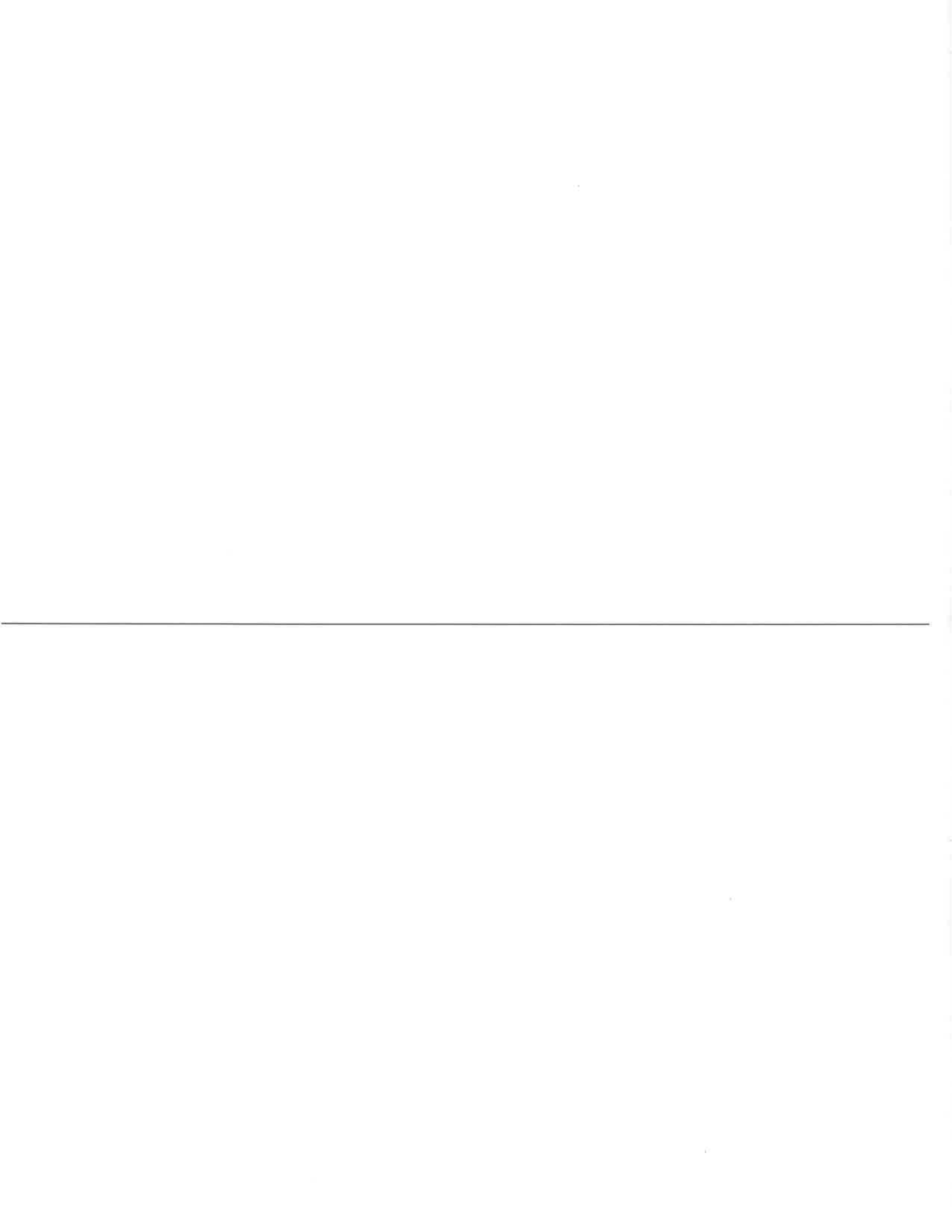
Yes. If that family member is hired as a professional PAS provider at a federal agency, the agency must compensate the family member as either a contractor or federal employee.

40. Are there legal prohibitions against using agency funds to purchase some kinds of personal services that may be needed by an individual with a targeted disability?

No. Although federal agencies are generally not permitted to expend appropriated funds on personal expenses for employees, see 3 Comp. Gen. 433 (1924), those restrictions do not apply to services that agencies are legally required to provide in order to comply with Section 501. (See 4 GAO-RB pt. C, s. 13 (2015) (explaining that "agencies may expend appropriated funds to accomplish the purposes of the Rehabilitation Act when acting under the Act's authority and the regulatory standards that govern its application")).

41. Won't PAS be too expensive?

The number of individuals with the types of disabilities that require assistance in activities of daily living and who will apply for federal employment is very low. However, in the unlikely event that the resources available to the agency as a whole are insufficient to grant a particular individual's request for PAS, the agency may deny the request on the grounds that it would impose an undue hardship. The process of determining whether providing PAS is an undue hardship is the same as the agency uses to determine whether a reasonable accommodation poses an undue hardship.





United States Department of the Interior

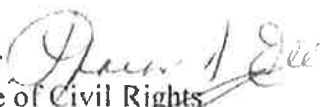
OFFICE OF THE SECRETARY
Washington, DC 20240


FEB 20 2014

CIVIL RIGHTS DIRECTIVE 2014-02

PERSONNEL BULLETIN 14-01

To: Bureau Equal Employment Opportunity Officers
Bureau Human Resources Officers

From: Sharon D. Eller 
Director, Office of Civil Rights

Thomas Mulhern 
Director, Office of Human Resources

Subject: U.S. Department of the Interior Policy and Procedures on Reasonable
Accommodation for Individuals with Disabilities

The attached U.S. Department of the Interior Policy and Procedures on Reasonable Accommodation for Individuals with Disabilities are effective immediately. In accordance with the Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act Amendment Act of 2008; 29 Code of Federal Regulations, Part 1630; Code of Federal Regulations, Part 1614.203(b); and the Genetic Information Non-discrimination Act of 2008, the Department will provide reasonable accommodation for the known physical and intellectual limitations of qualified employees and applicants with a disability unless the accommodation imposes an undue hardship on the Department. The policy and procedures described in this document apply to all employees of the Department and applicants for employment with the Department who have a disability as defined by law. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15 (DM 373 15). The reasonable accommodation procedures, previously released on September 7, 2005, are rescinded.

The policy and procedures on reasonable accommodation are on the Office of Civil Rights website <http://www.doi.gov/eo> and the Office of Human Resources ACCESS Center website <http://www.doi.gov/accesscenter/index.cfm>. For more information on Departmental policy and procedures on reasonable accommodation, contact the Office of Civil Rights, (202) 208-5693 and the Office of Human Resources, (202) 208-5694.

Attachments

cc: Bureau/Office Heads
Office of the Solicitor
Human Capital Officers
Office of Emergency Management
Office of Occupational Health and Safety



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240



CIVIL RIGHTS DIRECTIVE NO. 2014-02

FEB 20 2014

PERSONNEL BULLETIN NO. 14-01

SUBJECT: Reasonable Accommodation for Individuals with Disabilities

1. Purpose.

In compliance with the authorities listed below, the Department of the Interior has established policy and procedures for processing reasonable accommodation requests. This Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01 supersede Departmental Manual, Part 373, Chapter 15 (373 DM 15), Reasonable Accommodation for Individuals with Disabilities, dated September 7, 2005. This document outlines the requirements and instructions by which Departmental employees will act on requests for reasonable accommodation from employees and applicants for employment. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15.

2. Authority.

- A. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791)
- B. Americans with Disabilities Act Amendments Act of 2008 (42 U.S.C. 12101)
- C. 29 CFR Part 1630 (Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act); 29 CFR 1614.203(b) (applying ADA regulations to Rehabilitation Act)
- D. Genetic Information Non-discrimination Act of 2008
- E. Equal Employment Opportunity Commission Management Directive 715

3. Policy.

The Department of the Interior (DOI) will provide reasonable accommodation for the known physical or intellectual limitations of qualified employees and applicants with a disability unless the accommodation would impose an undue hardship on the DOI.

4. Scope.

The policy and procedures in this document apply to all employees of the DOI and applicants for employment with DOI who have a disability as defined by law (see Appendix: Reasonable Accommodation Policy and Procedures).

5. Responsibilities.

- A. *The Director, Office of Civil Rights* is designated as the DOI management official responsible for ensuring there is DOI-wide policy on reasonable accommodation and

that reasonable accommodations are made for qualified employees or applicants with a disability in accordance with applicable laws, regulations, and bargaining unit agreements.

- B. ***The Disability Program Manager (DPM)*** is responsible for the development, implementation, and operation of the bureau/office's disability program— including providing guidance on reasonable accommodation matters related to employees and applicants. The DPM is responsible for promoting equal opportunity and equal access for individuals with disabilities.
- C. The servicing ***Human Resources Officer (HRO)*** is responsible for providing operational human resources services to the bureau/office. The HRO, or designated staff, is responsible for assisting deciding officials in processing reasonable accommodation requests; determining essential functions of the job; identifying effective accommodations; conducting job analyses on vacant positions, in case of reassignment as a last resort; and removing barriers from the hiring process. The HRO is responsible for training human resources specialists who are involved in the application process to recognize requests for reasonable accommodation and handle them in accordance with DOI Reasonable Accommodation Policy and Procedures.
- D. ***Supervisors, managers, and office directors, or designated staff***, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing Human Resources Office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.
- E. ***SOL employment attorneys*** are responsible for providing legal advice regarding: the Rehabilitation Act, including its prohibitions and requirements; EEOC regulations and enforcement guidance applicable to the Rehabilitation Act and to reasonable accommodation; what constitutes a qualified individual with a disability; requests for reasonable accommodation; and reasonable accommodation assessments and decisions.
- F. ***Employees and applicants for employment*** are responsible for bringing their requests for reasonable accommodation to the attention of the appropriate agency official, for timely providing appropriate supporting medical and/or other documentation upon request, and for participating in the interactive process. Employees and applicants may use an alternate dispute resolution approach to working through their requests with deciding officials. The DOI Office of Collaborative Action and Dispute Resolution is available to provide assistance throughout the reasonable accommodation process, including the reconsideration and appeal phases.

- G. Each *bureau/office* will designate a DPM who has the responsibilities outlined in paragraph 5.B above.
- H. **Management** is responsible for timely decisions once a reasonable accommodation request is received. The deciding official may solicit subject matter experts – such as a medical officer, human resources officer, civil rights officer, or DPM – either individually or by committee, for guidance, information, and assistance in identifying appropriate and effective reasonable accommodation solutions. Conferring with appropriate subject matter experts does not relinquish the deciding official’s responsibility to render a decision, notify the employee or applicant, or provide the accommodation solution within established timelines. Timelines are specified in the Reasonable Accommodation Policy and Procedures. Notwithstanding the timeframes prescribed in the procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in the procedures, bureaus must make every effort to do so. Care must be taken to ensure preservation of confidentiality in processing requests for reasonable accommodation.

6. Information Tracking and Reporting.

- A. **Decision Maker:** The deciding official must complete the Decision Documentation (See Appendix, Reasonable Accommodation Policy and Procedures, Attachment 2) and submit it to the bureau/office Servicing Human Resources Office within **10 business days** of the decision.
- (1) The deciding official must attach to the form copies of all information received as part of processing the request.
 - (2) Medical documents must be protected as required by the Privacy Act (PA) and the Health Insurance Portability and Accountability Act (HIPAA). ***Medical documents received as part of the reasonable accommodation request must be separated from other documents, placed in a sealed envelope marked “HIPAA/PA Documents,” and maintained by the servicing Human Resources Office in secure storage separate from official personnel files.***
 - (3) The bureau/office servicing Human Resources Office must maintain these records for the length of the employee’s tenure with DOI or for five (5) years, whichever is longer.
- B. **The bureau/office EEO Office** will prepare an annual report, to be made available to the DOI, Office of Civil Rights. The report will contain the following information, presented in aggregate:
- (1) the number of reasonable accommodations, by type, that was requested in the application process and whether those requests were granted or denied;


- (2) the jobs (occupational series, grade level, and office) for which reasonable accommodations were requested;
- (3) the types of reasonable accommodations that were requested for each of those jobs;
- (4) the number of reasonable accommodations, by type, for each job that was granted, and the number of accommodations, by type, that was denied;
- (5) the number of requests for reasonable accommodations, by type, that relate to the benefits or privileges of employment, and whether those requests were granted or denied;
- (6) the reasons for denial of requests for reasonable accommodation;
- (7) the amount of time taken to process each request for reasonable accommodation;
- (8) the sources of technical assistance that were consulted to identify possible reasonable accommodations; and
- (9) a qualitative assessment of the bureau/office's reasonable accommodation program, including any recommendations for program improvement or changes in the reasonable accommodation practices and procedures.

C. The DOI, Office of Civil Rights shall prepare an aggregate report making such information available to all bureau/office EEO Offices and Human Resources Offices. The report shall be retained for at least three (3) years. Upon request from EEOC, the report will be used to provide information that tracks DOI's performance with regards to the provision of reasonable accommodation to individuals with disabilities.

7. **Point-of-Contact(s).** The Departmental point of contacts for this policy matter are the Department of the Interior, Office of Civil Rights, (202) 208-5693 and the Department of the Interior, Office of Human Resources, (202) 208-5694.


Sharon D. Eller, Director
Office of Civil Rights

2/20/2014
Date


Thomas Mulhern, Director
Office of Human Resources

2/20/2014
Date

Attachment: Appendix: Reasonable Accommodation Policy and Procedures

APPENDIX: Reasonable Accommodation Policy and Procedures

1. Purpose:

- 1.1. The Department of the Interior (DOI) Reasonable Accommodation Policy and Procedures, Appendix, with Attachments 1-9, supplements the Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01, Reasonable Accommodation for Individuals with Disabilities and sets policy for DOI bureaus and offices (collectively referred to as Bureaus throughout this appendix).
- 1.2. Bureau supplements shall be consistent with the policy and intent of CRD 2014-02 and PB 14-01, including this appendix in its entirety.

2. Goals: The goals of the Department's Reasonable Accommodation (RA) program are to ensure:

- 2.1. DOI complies with federal law and regulation
- 2.2. Eligible employees are assured an effective accommodation to the greatest extent possible preserving their expertise and contribution to the Department's mission
- 2.3. Eligible employees are treated fairly throughout the RA process
- 2.4. DOI's RA program is fully transparent.

3. Definitions:

- 3.1. **Essential functions of a job:** job duties that are so fundamental to the position that the individual cannot do the job without being able to perform them. A function can be "essential" if, among other things, the position exists specifically to perform that function, there are a limited number of other employees who could perform the function if it were assigned to them, or the function is specialized and the incumbent is hired based on his/her ability to perform it. Determination of the essential functions of a position must be conducted on a case-by-case basis so that it reflects the job as actually performed, and not simply the components of a generic position description. The term "essential functions" does not include the marginal functions of the position.
- 3.2. **Genetic Monitoring:** the periodic medical examination of employees to determine whether any of their genes have been affected by the toxic substances they use or are exposed to in performing their jobs.
- 3.3. **Genetic Test:** the "analysis of human DNA, RNA, chromosomes, proteins, or certain metabolites in order to detect disease-related genotypes or mutations."
- 3.4. **Genetic Service:** a health service, including genetic tests, provided to obtain or interpret genetic information for diagnostic or therapeutic purposes, or for purposes of genetic education or counseling.

3.5. **Individual with a disability:** is a person who has a physical or intellectual impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment. Individuals must fit either the "actual" or "record of" definition to be eligible for a reasonable accommodation. Individuals who only meet "regarded as" are not entitled to a reasonable accommodation. Mitigating measures other than "ordinary eyeglasses or contact lenses" shall not be considered in assessing whether an individual has a disability.

3.6. **Physical or intellectual impairment:**

3.6.1. is any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as, but not limited to, neurological, musculoskeletal, special sense organs, cardiovascular, reproductive, digestive, respiratory (including speech organs), genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine, or any intellectual or psychological disorder, such as intellectual disability, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

3.6.2. An impairment that is episodic or in remission is a disability if it substantially limits a major life activity when active.

3.7. **Reasonable accommodation:** a modification or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question. There are two other categories of reasonable accommodation.
Modifications or adjustments:

3.7.1. to a job application process that enable a qualified applicant with a disability to be considered for a job.

3.7.2. that enable employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by similarly situated employees without disabilities.

3.8. **Major life activities:** are functions such as, but not limited to, caring for one's self, performing manual tasks, walking, seeing, hearing, eating, sleeping, speaking, breathing, learning, working, sitting, standing, lifting, bending, and mental processes such as thinking, concentrating, and interacting with others and incorporates major bodily functions (e.g. functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions).

3.9. **Qualified individual with a disability:** is a person who satisfies the skill, experience, education and other job-related requirements of a position that the individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

3.10. **Record of such an impairment:** having a history of, or being classified (or misclassified) as having an intellectual or physical disability that substantially limits one or more major life activities.

3.11. **Regarded as having such impairment:** having an actual or perceived physical or intellectual impairment, whether or not that impairment substantially limits major life activities.

3.12. **Undue hardship:** a specific type of accommodation which causes significant difficulty or expense at the Department level (not bureau or staff office) to accomplish. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship. Alternatives will be explored to determine if there are other effective accommodations.

3.13. **Protected Genetic Information:** information about:

3.13.1. An individual genetic test

3.13.2. The genetic tests of an individual's family members

3.13.3. The occurrence of a disease, or medical condition or disorder in family members of the individual (family medical history).

4. Decision Making Authority:

4.1. Supervisors, managers, and office directors, or designated staff, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing human resources office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.

4.2. Deciding officials must engage in the interactive process with the individual requesting the accommodation. A request for reasonable accommodation is the first step in an informal, interactive process between the individual and the supervisor. Resources, such as the DPM and the Office of Collaborative Action and Dispute Resolution, are available to help ensure a productive communication process.

4.3. Deciding officials are encouraged to contact SOL employment attorneys with questions and requests for legal advice regarding the Rehabilitation Act, including its prohibitions and requirements, and the EEOC's regulations and enforcement guidance. SOL employment attorneys are available to provide legal advice and guidance regarding, among other things, what constitutes a "qualified individual with a disability," and request for reasonable accommodation.

5. Responsibilities: Refer to Civil Rights Directive 2014-02 and Personnel Bulletin 14-01.

6. Process Description: There are five possible phases of the RA process: initiation of request, consideration, decision, reconsideration, and appeal. Attachment 4 is a flow chart of the RA process and Table 1 summarizes the time limits associated with reasonable accommodation processing. The remainder of this section is an accompanying narrative.

6.1. Initiation of Request Phase:

6.1.1. In this phase, the employee or applicant, or someone on his/her behalf, submits a request for an accommodation. If, on behalf of an employee or applicant, an accommodation is requested by a family member, health professional, or other representative, a signed statement should be provided by the employee or applicant

stating the name of the representative and authorizing him/her to speak with agency officials and engage in the interactive process.

6.1.2. An individual with a disability may submit his/her request for accommodation to any of the following: his/her supervisor; a supervisor or manager in his/her immediate chain of command; the Equal Employment Opportunity Officer, the Human Resources Officer, or the Disability Program Manager. An applicant with a disability may submit his/her request to any agency employee with whom he/she has contact or the Human Resources Officer. Additional information, as appropriate, may be obtained through the interactive process which follows the request. Communication is a priority throughout the entire process; particularly when the specific effective accommodation is not obvious or the parties are considering different forms of reasonable accommodation. Alternative dispute resolution (ADR) can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. In the event an employee opts for ADR, the timeframes specified in this appendix are suspended until the ADR process has concluded for the following:

6.1.2.1. Responding to requests for accommodation.

6.1.2.2. Processing requests for reconsideration of Reasonable Accommodation decisions.

6.1.2.3. Processing Reasonable Accommodation appeals.

6.1.3. A verbal request for accommodation is deemed accepted when made. The recipient of the verbal request must not wait until it is in writing to action the request.

6.1.4. If medical information is required and the employee or applicant is unable to provide sufficient information in support of the request, the deciding official may request that the individual be examined by a healthcare professional of the organization's choice and at the organization's expense. Any such medical examination must be limited to determining the existence of a disability and/or the functional limitations that require an accommodation. Where a medical examination is warranted, the deciding official must explain to the individual that failure to agree to take the medical examination could result in a denial of the accommodation.

6.1.5. If the employee fails to provide required documentation (medical or other) in a timely manner, the request for accommodation is returned to the employee with the explanation that the request could not be considered due to the lack of requested documentation.

6.2. **Consideration Phase:** In this phase, management determines whether or not to provide the accommodation or whether to present an alternative accommodation. After a request from a qualified individual with a disability is received, the request is reviewed to determine if it is reasonable and effective. In the context of job performance, this means that the reasonable accommodation enables the individual to perform the essential functions of the position.

6.3. **Decision Phase:** In this phase, management notifies the employee/applicant of the decision to provide the requested accommodation, not provide an accommodation or present an alternative accommodation. The decision memorandum shall be emailed, mailed or presented to the individual within 15 business days or sooner. If medical documentation is required by the

deciding official, the deciding official will issue a decision within 15 business days from the date the official received the required medical documentation.

6.3.1. If there is a delay in processing the request for reasonable accommodation, the deciding official must investigate whether there are temporary measures that can be taken to assist the individual. Additionally, the deciding official must notify the individual of the reason for the delay. To the extent possible, the individual must be kept informed of the expected completion date.

6.3.2. In instances that may require expedited processing of reasonable accommodation requests (i.e., enable an individual to apply for a job or to participate in a specific agency activity that is scheduled to occur shortly), the deciding official must make every effort to complete the process quickly.

6.3.3 If the employee has requested a type of reasonable accommodation that he/she is likely to need on a repeated basis (i.e., sign language interpreting), he/she cannot be required to submit a formal written request each time the accommodation is needed. Once a reasonable accommodation is approved the first time, subsequently, the employee may obtain the accommodation by verbal notice to the appropriate official.

6.3.4. Denials of requests for reasonable accommodation must be in writing and specifically explain the reasons the request was denied (i.e., why the medical documentation is inadequate to establish that the individual has a disability or needs an accommodation; why the requested accommodation would not be effective; or why the accommodation would pose an undue hardship). Denials must include information about the individual's right to file an EEO complaint and to invoke other statutory processes as well as information about the availability of ADR.

6.4. **Reconsideration Phase:** In this phase, the employee/applicant who disagrees with the decision made may ask the deciding official to reconsider the decision. The employee/applicant may provide additional information/documents in support of the request for reconsideration. Response to the request for reconsideration should be provided in no more than ten business days from receipt of the request or receipt of additional information, if provided.

6.5. **Appeal Phase:** In this phase, if reconsideration did not result in a reversal of the initial decision, the employee/applicant may appeal the decision to the next level of management. The employee/applicant may provide additional information in support of the appeal. Response to the appeal should be provided in no more than ten business days from receipt of the appeal or receipt of additional information, if provided. There is no higher level of appeal after this phase.

TABLE 1 - TIME LIMITS

Action	Business Day Limit
Forwarding RA requests to the supervisor if received by any other employee	10
Decision memo provided to requestor when no medical documents are required	15
Providing an approved accommodation	20
Decision memo provided to requestor when medical documents are required	10 from date medical information received
Notification of Delayed Implementation of an RA	Every 10 until fully implemented
Decision of a Request for Reconsideration	10
Decision of an Appeal of a Reconsideration Decision	10

Notwithstanding the timeframes prescribed by these procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in these procedures, bureaus should make every effort to do so.

7. Documentation:

7.1. Requests for RA must include (Initiation Phase):

7.1.1. When the disability is clear and apparent: a written (email or memo) or verbal request from the applicant or employee asking for the RA and how the requestor would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone).

7.1.2. When the disability is not obvious, not already known or the employee has not already provided sufficient information to establish the existence of the disability, the employee/applicant must provide:

7.1.2.1. A written (email or memo) or verbal request specifying the reason for the RA and the specific form of RA desired, how the employee/applicant would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone) and if there is an urgency associated with the request (and if so, what it is).

7.1.2.2. A signed statement from a medical professional (physician or an occupational health specialist such as an occupational health nurse or occupational nurse practitioner or occupational physician assistant). The statement must be on the provider's letterhead and must include the following elements:

7.1.2.2.1. Requestor's name.

7.1.2.2.2. The nature, severity, and duration of individual's impairment;

7.1.2.2.3. The activities that the impairment limits;

7.1.2.2.4. The extent to which the impairment limits the individual's ability to perform the activities; and

7.1.2.2.5. Why the individual requires reasonable accommodation or the particular reasonable accommodation requested, as well as how the reasonable accommodation will assist the employee to perform the essential functions of his/her job or enjoy a benefit of the workforce, or, in the case of an applicant, assist him/her with the application process.

7.2. The deciding official may request medical documentation if it is not provided by the employee/applicant only when the disability is not known, when the disability is not apparent, or when the deciding official does not understand how the requested accommodation will enable the requestor to perform the essential functions of his/her job or, in the case of an applicant, assist in the job application process. Attachment 9 provides a sample "Request for Medical Information."

7.3. Documentation during the Consideration and Decision Phases:

7.3.1. Includes a decision memorandum signed by the deciding official.

7.3.2. The decision memorandum shall consider all the criteria in Attachment 2, and shall be in the format outlined in Attachment 3. Each item in paragraph A2.7 must be addressed in the decision memorandum.

7.4. Documentation during the Reconsideration and Appeal Phases:

7.4.1. Reconsideration requests and appeals must include all previously submitted documents and decision memorandum.

7.4.2. Requests for reconsideration and appeals must include the reason for the request/appeal, any new information, and the specific form of RA requested.

7.4.3. A decision memorandum by the reconsideration decision authority is required using the format in Attachment 3.

7.4.4. A decision memorandum by the appeal authority is required using the format in Attachment 3.

7.5. Special Considerations for Medical Documents.

7.5.1. Medical documents must be protected as required by the Privacy Act and the Health Insurance Portability and Accountability Act. It is expected that the immediate supervisor and human resources, will have access to medical documents necessary to consider the reasonable accommodation request. At the request of the deciding official, other individuals, such as the DPM and SOL, may be granted access to medical information if those individuals need access to the information to provide guidance or consultative services to the deciding official.

7.5.2. Where medical information is disclosed, the disclosing official shall inform those individuals to whom the information was released that the information is confidential and covered by various federal laws and executive orders. Medical information is not disclosed except:

7.5.2.1. With consent of the individual, first aid and safety personnel may be told if the disability might require emergency treatment;

7.5.2.2. Government officials may be given information necessary to investigate DOI compliance with the Rehabilitation Act;

7.5.2.3. To workers' compensation offices or insurance carriers when part of a workers' compensation claim;

7.5.2.4. To EEO officials to maintain records, evaluate, and report on bureau's performance; or

7.5.2.5. To comply with a federal court order.

7.5.2.6. Protected genetic information and information about an employee's request for or receipt of genetic services may be provided in limited circumstances to:

7.5.2.6.1. The employee;

7.5.2.6.2. A person conducting research that complies with 45 C.F.R. Part 46, which concerns research, involving human subjects;

7.5.2.6.3. Individuals or organizations if required by federal law;

7.5.2.6.4. The United States Congress or US Federal Court in response to a congressional subpoena or an order from a court with competent jurisdiction; or

7.5.2.6.5. Executive branch officials investigating compliance with Executive Order 13145.

7.5.3. While medical documents, when necessary, are expected to be part of the process, once received, they must be separated from other documents, placed in a sealed envelope marked "HIPAA/PA Documents," and maintained in secure storage separate from official personnel files by the servicing human resource office.

7.5.4. After the reasonable accommodation process is complete, medical documents are sealed in a separate envelope from other case documents and filed in a secure location, separate from official personnel files by the servicing human resource office.

7.6. All requests for, and provision of, reasonable accommodations and associated documents are confidential and must be appropriately protected from disclosure. For example, a manager or employee involved in the process must not disclose that an employee is receiving a reasonable accommodation.

7.7. Organizations are required to maintain information and provide reports as outlined in CRD 2014-02 and PB 14-01.

8. Conditions Associated With, and Types of Reasonable Accommodation:

8.1. Conditions Associated with Reasonable Accommodation.

8.1.1. Accommodations shall not include changing the essential functions of a job.

8.1.2. The need for accommodation can be reduced if organizations implement practices that will reduce barriers to effective workplace practices and job design.

8.1.3. Organizations (bureaus and staff offices) should consider establishing a central pool of readers and interpreters, and implementing funding mechanisms that will avoid charging individual offices for the cost of accommodations.

8.1.4. Organizations are expected to limit impediments that may cause unnecessary delay in providing reasonable accommodation, by reviewing and modifying, in advance of a specific request, policies that might affect the bureau's ability to respond promptly to requests for reasonable accommodation. For example: the purchasing or leasing of equipment; the hiring of, or contracting for, readers, interpreters, or other assistants; and the flexibility to approve leave or to restructure work schedules.

8.2. Accommodations are individualized to meet the needs of the requestor. The deciding official will consider a broad range of options to appropriately accommodate the requestor.

8.2.1. Expense may be a factor when considering reasonableness. For example, if both a special piece of hardware and a specialized software program can provide an appropriate and effective accommodation, the less expensive alternative may fall within the realms of being a reasonable accommodation and therefore should normally be provided. Employees/applicants are entitled to effective and reasonable accommodations, but not necessarily entitled to the accommodation of his/her choice.

8.2.2. Examples of the kinds of actions that may constitute reasonable accommodation are (not an exhaustive list):

8.2.2.1. Making facilities readily accessible to and usable by a person with a disability.

8.2.2.2. Job restructuring (does not include changing the essential duties of the position), including part-time or modified work schedules.

8.2.2.3. Acquisition or modification of equipment or devices.

8.2.2.4. Appropriate adjustment or modification of examinations (does not include changing examination questions).

8.2.2.5. Provision of readers and interpreters.

8.2.2.6. Accommodations for meetings, conferences, training and seminars (e.g. interpreters, specific seating arrangements, tables that accommodate wheel chairs).

8.2.2.7. As a last resort, reassignment which may include reassignment out of the home bureau if the Department has an appropriate placement. Reassignment is not available to job applicants - only current employees.

8.2.2.7.1. When no other form of accommodation is appropriate, reassignment must be provided, absent undue hardship, to an employee who, because of a disability, can no longer perform the essential functions of the position he/she holds, with or without reasonable accommodation.

8.2.2.7.2. Reassignments may be made only to a vacant position. The law does not require that agencies create new positions or move employees from their jobs in order to create a vacancy.

8.2.2.7.3. Detailed guidance for implementing this accommodation is included in Personnel Bulletin 08-09, May 2008. The deciding official should be aware of several key policies associated with a reassignment which include:

8.2.2.7.4. If the deciding official determines that no reasonable accommodation will enable the employee to perform the essential functions of his/her position, the deciding official must, in consultation with the employee, consider reassignment of the employee to a vacant funded position for which he/she is qualified. The determination on qualifications will be made by the deciding official, in consultation with the Servicing Human Resources Officer and DPM. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position.

8.2.2.7.5. Reassignment to a vacant funded position may occur first within the bureau and geographical area where the employee is already employed. In the event a position cannot be found in the employee's current bureau and geographical area, a suitable position may be identified in a different bureau within the employee's current geographical area. In the event a position cannot be found within the employee's current geographical area, a suitable position may be identified in a different geographical area, regardless of bureau. This may constitute a last resort accommodation.

8.2.2.7.6. If the employee is willing to be reassigned to a different geographical area, the Office Director, or designee, shall confer with the Servicing Human Resources Officer for that geographical area to determine whether the employee is qualified for any particular position(s) available in that area. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position. If a needed accommodation is found to be reasonable, such position must be offered to the employee.

8.2.2.7.7. If an employee is reassigned to a different geographical area, the employee must pay for any relocation expenses unless the transferring bureau routinely pays such expenses when granting voluntary transfers to other employees.

8.3. When considering whether an accommodation presents an undue hardship, the hardship must exist at the Department level, not bureau level, for the deciding official to deny providing

the accommodation. If the deciding official believes an undue hardship exists at the Department level, the bureau shall coordinate with the Department's DPM who is responsible for providing guidance on reasonable accommodation, including alternative accommodations.

8.4. Undue hardship occurs if a specific type of accommodation causes significant difficulty or expense by the Department to accomplish. In such a case, that particular accommodation does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors:

8.4.1. Nature and cost of the accommodation;

8.4.2. Overall size of the program with respect to the number of employees, number and type of facilities, and size of budget; and

8.4.3. Type of operation, including composition and structure of the workforce.

8.5 Every attempt must be made to implement approved reasonable accommodations in as short of a time as possible. Extenuating circumstances are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. These may include, but are not limited to, situations in which equipment is on back order, the vendor typically used by the organization has unexpectedly gone out of business, or the accommodation requires restructuring facilities.

8.6. An important part of the process is monitoring accommodations after they are in place. Because changes occur, supervisors may need to periodically check the effectiveness of implemented accommodations. For example, an accommodation may stop being effective if there are changes in the employee's limitations, workplace equipment, or the work itself. The most effective way for supervisors to monitor accommodations is to maintain interactive communication with the employee.

Attachment 1

References

- A1.1. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791).** Prohibits discrimination in employment within federal executive branch agencies in the hiring, placing, and advancing of individuals with disabilities.
- A1.2. Americans with Disabilities Act (ADA) Amendments Act, 2008.** Re-emphasizes the prohibition of discrimination against individuals with disabilities and further defines disability and other terms used in Section 501 of the Rehabilitation Act of 1973.
- A1.3. U.S. Equal Employment Opportunity Commission (EEOC) Regulations at 29 CFR Part 1614 (Federal Sector Equal Employment Opportunity).** Establishes the rules and procedures for federal executive branch agencies to create and maintain equal employment opportunity complaint processing procedures and affirmative employment programs.
- A1.4. EEOC Management Directive 715.** Provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity and equal access for all employees.
- A1.5. Genetic Information Non-discrimination Act (GINA), 2008.** Prohibits employers and other entities covered by GINA from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law.
- A1.6. Executive Order 13145, To Prohibit Discrimination in Federal Employment Based on Genetic Information.** Prohibits federal executive branch agencies from discriminating against applicants and employees on the basis of genetic information.
- A1.7. DOI Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodation.** This PB, issued May 5, 2008, provides detailed guidance on when an employee must be reassigned as a reasonable accommodation. Reassignment is not available to applicants - only current employees.
- A1.8. Privacy Act of 1974.** Addresses confidentiality of medical documentation, to include collection and storage.

Attachment 2

Decision Making Guidelines

- A2.1.** Accommodations are determined on a case-by-case basis, taking into consideration the needs of the applicant or employee, his/her specific disability, the essential duties of the position in question, the work environment, and the reasonableness and effectiveness of the proposed accommodation. In all cases where the requested accommodation is not approved, the employee/applicant must be consulted before an alternative is provided.
- A2.2.** An accommodation must be work-related. DOI does not provide personal use items needed in accomplishing daily activities both on and off the job as a reasonable accommodation. For example, DOI does not provide an employee with a prosthetic limb, a wheelchair, eyeglasses, hearing aids, or similar devices if they are also needed off the job. Furthermore, DOI does not provide personal use amenities, such as a coffee maker or refrigerator, if those items are not provided to employees without disabilities. However, items that might otherwise be ~~considered personal may be required as reasonable accommodations where they are specifically~~ designed or required to meet job-related requirements.
- A2.3.** Accommodation must be considered in training, merit staffing processes, and all aspects of employment that would be adversely affected if the bureau failed to provide reasonable accommodation.
- A2.4.** When providing auxiliary aids (e.g., assistive technology, ergonomic equipment, TTY, interpreter), preference should be given to what was requested by the individual with the disability, unless the item requested is ineffective or unreasonable.
- A2.5.** Accommodations must be made to known physical and intellectual limitations. DOI bureaus/ shall not make an accommodation for a job interview, or for an existing job, until the applicant or employee has communicated his/her needs.
- A2.6.** Human Resource officials shall ensure that vacancy announcements explain how applicants may apply for a reasonable accommodation if needed during the application process.
- A2.7.** Deciding officials shall consider the following criteria when deciding whether to approve a reasonable accommodation request:
- A2.7.1. Is the accommodation necessary for the performance of essential duties?
 - A2.7.2. What effect will the accommodation have on the bureau's operation and the employee's job performance?
 - A2.7.3. To what extent does the accommodation compensate for the abilities of an employee with a disability?
 - A2.7.4. Will the accommodation give the employee the opportunity to function, participate, or compete on an equal basis with co-workers?
 - A2.7.5. Are there alternatives that would accomplish the same purpose?

A2.7.6. The employee's or applicant's specific disability and existing abilities.

A2.7.7. The essential duties of the particular job.

A2.7.8. The work environment.

A2.7.9. Whether the requested accommodation would result in undue hardship for the organization (see paragraph 8.3.).

Attachment 3

Decision Documentation Template

1. Name of individual requesting reasonable accommodation:

2. Office of requesting individual:

3. Date reasonable accommodation request received: _____
4. Who received request: _____
5. Job held or desired by individual requesting reasonable accommodation (including occupational series, grade level, and office):

6. Reasonable accommodation needed for: (check one)
 - _____ Application process
 - _____ Performing job functions or accessing the work environment
 - _____ Accessing benefit or privilege of employment (e.g., attending a training program or office event outside of the workplace)
7. Type(s) of reasonable accommodation requested (e.g., adaptive equipment, staff Assistant and removal of architectural barrier):

8. Date reasonable accommodation request sent to Deciding Official: _____
9. Name of Deciding Official: _____
10. Reasonable accommodation: (check one)
 - _____ Approved
 - _____ Denied (If denied, attach a copy of the written denial)
 - _____ Offered an alternative accommodation (attach a detailed explanation)

11. Date reasonable accommodation approved or denied: _____

12. Describe the reasonable accommodation provided:

13. Date reasonable accommodation provided: _____

14. If time frames outlined in the Reasonable Accommodation Procedures were not met, explain why.

15. Was medical information required to process this request? If yes, explain why. List the documents submitted on behalf of the individual.

16. Sources of technical assistance, if any, consulted in trying to identify possible reasonable accommodations (e.g., Job Accommodation Network, disability organization, Disability Program Manager):

17. Comments:

Deciding Official's Signature: _____

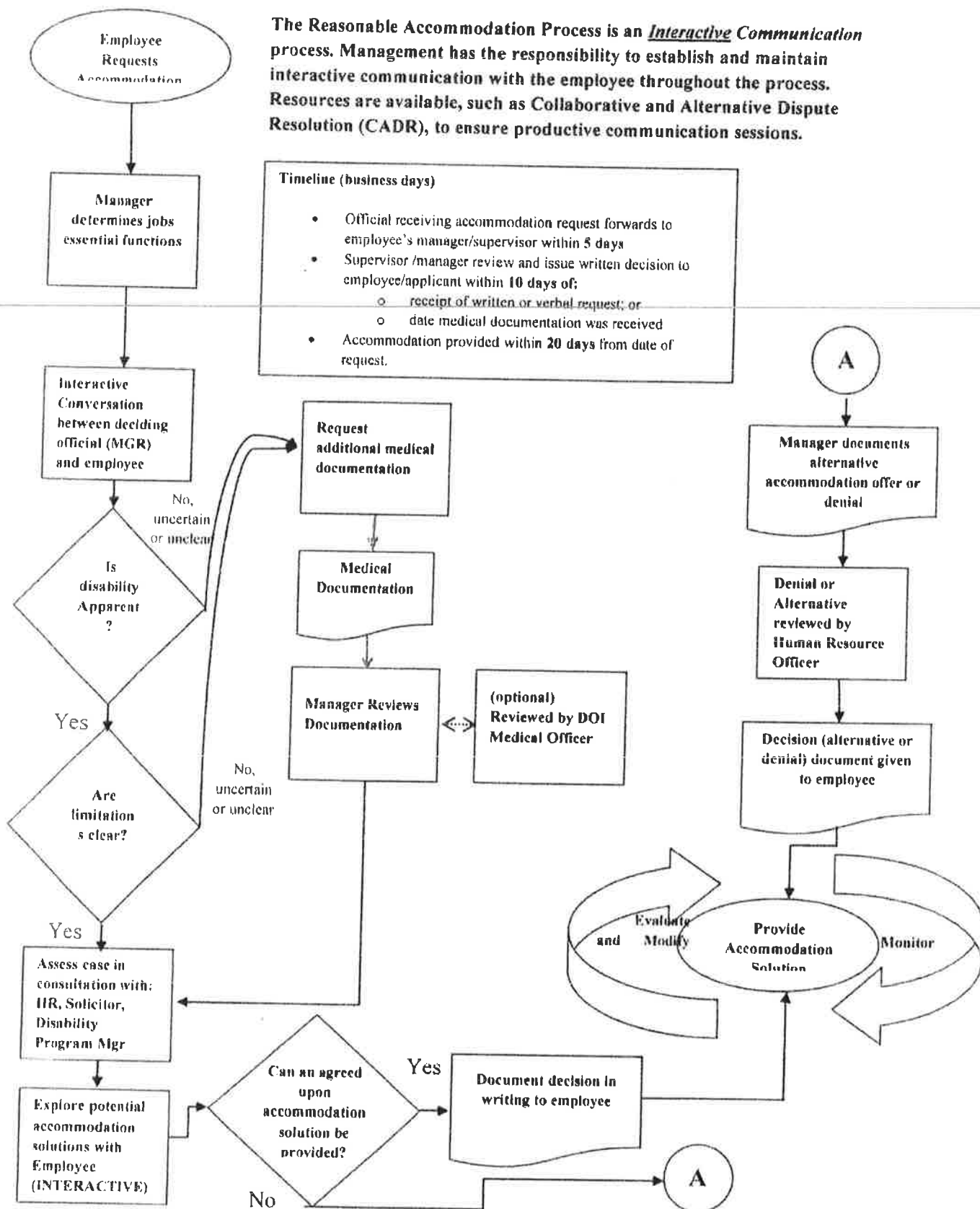
Date: _____

Phone Number: () _____

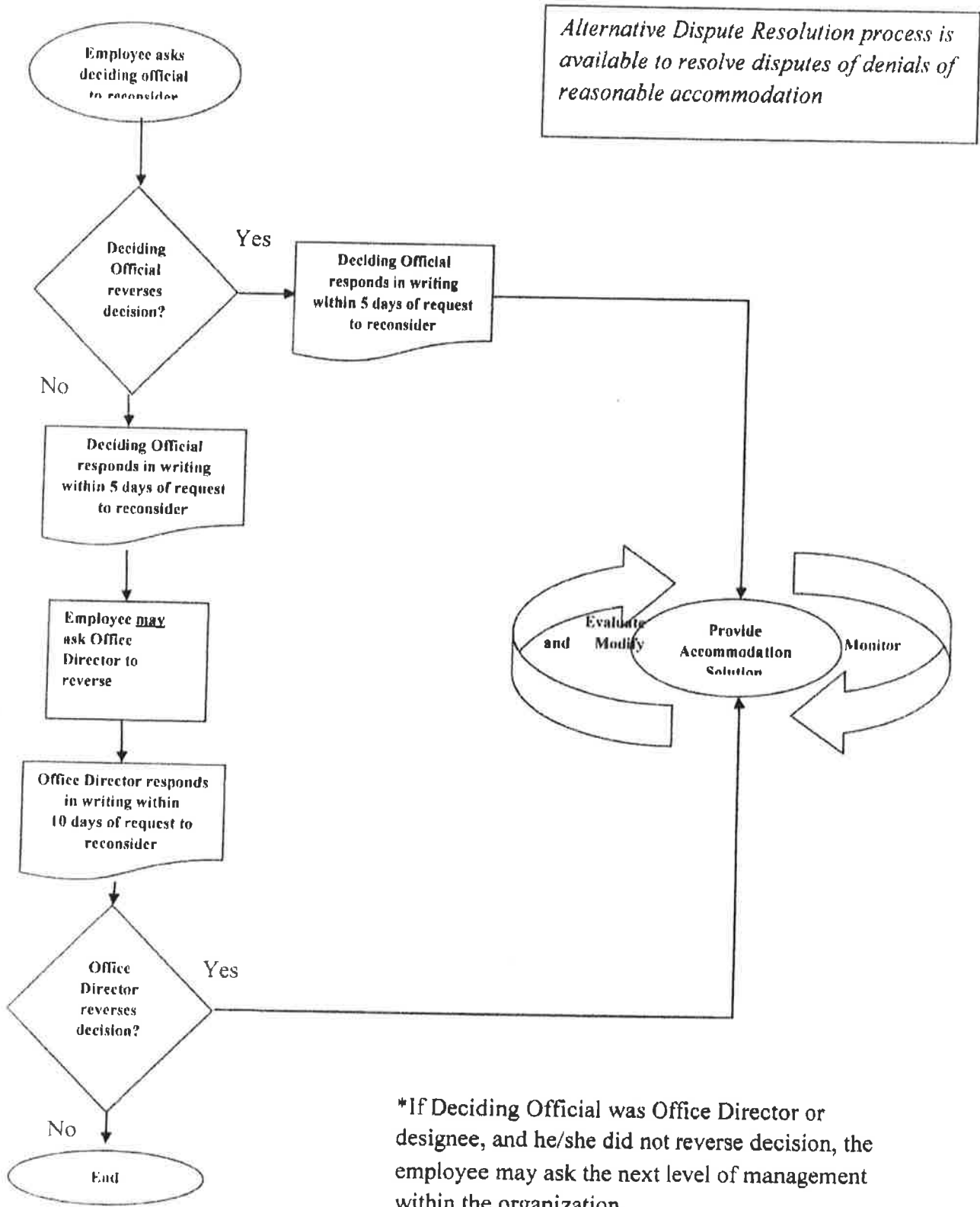
Attachment 4 Process Flow Chart

A 4.1- Reasonable Accommodation Process

The Reasonable Accommodation Process is an *Interactive Communication* process. Management has the responsibility to establish and maintain interactive communication with the employee throughout the process. Resources are available, such as Collaborative and Alternative Dispute Resolution (CADR), to ensure productive communication sessions.



A 4.2- Reconsideration Process



Attachment 5

Selected Reasonable Accommodation Resources

A5.1. U.S. Equal Employment Opportunity Commission. 1-800-669-3362 (Voice), 1-800-800-3302 (TTY), Web: <http://www.eeoc.gov/>

A5.1.1. The EEOC's Publication Center has many free documents on the Title I employment provisions of the ADA, including both the statute, 42 U.S.C. 12101 et seq., and the regulations, 29 C.F.R. 1630. In addition, the EEOC has published a great deal of basic information about reasonable accommodation and undue hardship. The three main sources of interpretive information are: (1) the Interpretive Guidance accompanying the Title I regulations (also known as the "Appendix" to the regulations), 29 C.F.R. pt. 1630 app. 1630.2(o), (p), 1630.9; (2) Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act, and (3) A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act. The Technical Assistance Manual includes a 200-page Resource Directory, including federal and state agencies and disability organizations that can provide assistance in identifying and locating reasonable accommodations.

A5.1.2. The EEOC also has discussed issues involving reasonable accommodation in the following guidance and documents: (1) Enforcement Guidance: Pre-employment Disability-Related Questions and Medical Examinations; (2) Enforcement Guidance: Workers' Compensation and the ADA; (3) Enforcement Guidance: The Americans with Disabilities Act and Psychiatric Disabilities; (4) Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964; and (5) Enforcement Guidance: Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act.

A5.1.3. All of the above-listed documents, with the exception of the Technical Assistance Manual is also available through the Internet at <http://www.eeoc.gov/policy/guidance.html/>. All of these documents provide guidance that applies to federal agencies through the Rehabilitation Act of 1973, 29 U.S.C. 791.

A5.1.4. The EEOC website also provides guidance on Executive Order 13145: To Prohibit Discrimination in Federal Employment Based on Genetic Information.

A5.2. Job Accommodation Network (JAN). 1-800-232-9675 (Voice/TTY), Web: <http://askjan.org>. JAN is a free consulting service that provides information about job accommodations, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and the employability of people with disabilities.

A5.3. Computer/Electronic Accommodations Program (CAP). (703) 681-8813 (Voice/TTY), Fax: (703) 681-9075, Web: <http://www.cap.mil>. CAP has a memorandum of understanding with the DOI to provide assistive technology and accommodation services for employees with disabilities.

A5.4. ADA Disability and Business Technical Assistance Centers (DBTACs). 1-800-949-4232 (Voice/TTY), Web: <http://www.adainfo.org>. The DBTACs consist of 10 federally funded regional centers that provide information, training, and technical assistance on the ADA. Each center works with local business, disability, governmental, rehabilitation, and other professional networks to provide current ADA information and assistance, and places special emphasis on

meeting the needs of small businesses. The DBTACs can make referrals to local sources of expertise in reasonable accommodations.

A5.5. Registry of Interpreters for the Deaf. (703) 838-0030 (Voice), (703) 838-0459 (TTY). Web: <http://www.rid.org>. The Registry offers information on locating and using interpreters and transliteration services.

A5.6. RESNA Technical Assistance Project. (703) 524-6686 (Voice), (703) 524-6639 (TTY). Web: <http://www.resna.org>. RESNA, the Rehabilitation Engineering and Assistive Technology Society of North America, can refer individuals to projects in all 50 states and the six territories offering technical assistance on technology-related services for individuals with disabilities. Services may include:

- information and referral centers to help determine what devices may assist a person with a disability (including access to large data bases containing information on thousands of commercially available assistive technology products);
- centers where individuals can try out devices and equipment;
- assistance in obtaining funding for and repairing devices; and
- equipment exchange and recycling programs.

A5.7. Department of the Interior Access Center. (202) 208-5481 (Voice), (202) 208-6248 (TTY), Web: <http://www.doi.gov/access>. The DOI Access Center opened in October 2000 to support employees with disabilities by determining the appropriate assistive technology and ergonomic solutions for the individual. These accommodations are surprisingly affordable ways to enable employees with a disability to have equal access to information technology that is essential in today's workplace.

Attachment 6

Utilizing Sign Language Interpreters

A6.1. The individual or office scheduling a meeting or an event that will require interpreting services (staff meeting, training, office function, etc.) is responsible for arranging for the presence of interpreters.

A6.2. A DOI employee who knows sign language or who is taking a sign language class is not an acceptable substitute for an interpreter; the individual must be certified as a sign language interpreter. DOI bureaus may contract for such services.

A6.3. Bureaus will provide an interpreter for an employee who is hearing impaired and who, as part of his/her job, attends a DOI meeting or event outside of the workplace. If the employee attends a conference or training program sponsored by an outside organization, the sponsoring organization is principally responsible for providing interpreters. DOI will provide interpreters, however, if the sponsoring organization fails to do so.

Attachment 7

Sample Denial Letter

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Denial of Reasonable Accommodation Request

On *(insert date)* you requested the following type(s) of reasonable accommodation(s):

(List requested accommodations)

I am denying your request for reasonable accommodation because. *(check all that are applicable)*

_____ Accommodation Ineffective

_____ Accommodation would cause undue hardship

_____ Medical Documentation Inadequate

_____ Accommodation would require removal of essential function

_____ Accommodation would require lowering of performance or production standard

_____ Other (Please identify) _____

The detailed reason(s) for the denial of reasonable accommodation are *(insert specific details, e.g., why accommodation is ineffective or causes undue hardship)*.

On *(insert date)* you were offered an alternative reasonable accommodation, which you rejected on *(insert date)*. *(explain both the reasons for denial of the requested accommodation and why you believe the chosen accommodation would be effective, if the individual proposed one type of reasonable accommodation that is being denied, but rejected an offer of a different type of reasonable accommodation)*. ***(Used only if this applies)***

If you wish to request reconsideration of this decision, you may take the following steps:

- First, ask the deciding official to consider his/her denial. (Additional information may be presented to support this request)
- If the deciding official does not reverse the denial, the individual may ask the next higher level of management to do so.

You may also request alternative dispute resolution (ADR) to help ensure a productive communication process. ADR can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. To request ADR, contact your servicing Disability Program Manager, Human Resources Officer, Equal Employment Opportunity Officer, or the DOI Office of Collaborative Action and Dispute Resolution.

If you wish to file an EEO complaint, or pursue MSPB and union grievance procedures, the following steps must be taken:

- For an EEO complaint pursuant to 29 CFR 1614, contact an EEO counselor in your Equal Employment Opportunity office within 45 days from the date of this notice of denial of reasonable accommodation; or
- For a collective bargaining claim, file a written grievance in accordance with the provisions of the Collective Bargaining Agreement; or
- Initiate an appeal to the Merit Systems Protection Board within 30 days of an appealable adverse action as defined in 5 CFR § 1201.3.

Signature of Deciding Official

Date reasonable accommodation denied _____

Attachment 8

Sample Offer of an Alternate Accommodation

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Alternative Reasonable Accommodation Offer

After careful consideration of your request for a reasonable accommodation, I have determined that the following alternative reasonable accommodation(s) provide will enable you to successfully perform the essential functions.

(List the alternative reasonable accommodations).

This decision is based on my discussions with you, a review of your medical documentation (if provided), and consultation with the disability program manager. The reasons for offering an alternative reasonable accommodation are:

(List the reasons)

Please initial the appropriate item below, if you accept the alternative accommodation your request will be considered approved and I will immediately arrange for the accommodation. If there are delays in providing you this accommodation, you will be notified.

_____ I accept the proposed alternative reasonable accommodation

_____ I reject the proposed alternative reasonable accommodation

Signature of Deciding Official

Date: _____

Attachment 9

Request for Medical Information

Memorandum

To: Name, Title

From: Name, Title

Subject: Reasonable Accommodation Request

The purpose of reasonable accommodation is to enable qualified individuals with a disability to perform the essential functions of a particular job. You indicate that you requested an accommodation. However, the Agency is very unclear when you placed a request for accommodation. In addition, the Agency does not know what accommodation(s) you are requesting. To properly consider your request for accommodation, the Agency needs information relating to the nature of your impairment and your functional limitations within your job. You stated that you have bipolar disorder. At this time, the Agency needs further information to determine effective accommodation options.

It is your responsibility under 5 C.F.R. 339.104 to provide acceptable medical documentation as to the nature of your medical condition(s) and to specify any accommodation(s) you and your medical provider have determined may be required in order for you to perform the essential functions of your job. Please have your medical practitioner supply to your immediate supervisor, NAME the following:

- The nature of your impairment (i.e. your mental impairment);
- The activity or activities that the impairment limits;
- An explanation of the extent to which the impairment limits your ability to perform the essential functions of your job;
- The need for an accommodation(s);
- An explanation how the requested accommodation(s) will assist you to perform the essential functions of your job.

Per 5 C.F.R. 339.104, "to be acceptable, the diagnosis or clinical impression must be justified according to established diagnostic criteria and the conclusions and recommendations must not be inconsistent with generally accepted professional standards." Please ensure that any psychiatric report meet the diagnostic criteria as outlined in the Diagnostic and Statistical Manual of Mental Disorders, Fourth Addition (DSM-IV). In addition, please provide the requested documentation on your medical practitioner's letterhead stationery and ensure your medical practitioner dates and signs the report.

Pursuant to 29 C.F.R. 1635.8(b)(i)(B), "[t]he Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the

individual, except as specifically allowed by this law. To comply with this law, we are asking that you not provide any genetic information when responding to this request for medical information. 'Genetic information' as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services."

Attached is a copy of your current Position Description. So that your medical practitioner has sufficient information to respond to the above items concerning your ability to perform the essential functions of your position, and any accommodation(s) that might be requested, it is important that you provide him or her with your position description.

All information submitted in response to this letter will be handled as medically confidential and will only be used for the purpose of evaluating your request for accommodation. Please submit any medical documentation in a sealed envelope marked as "Medically Confidential." You remain responsible for any costs incurred in connection with obtaining this documentation. If you fail to provide this requested medical information, the Agency will make decisions on the basis of existing information. Please note that the Agency may submit the medical information for review by our Agency medical expert.

Please provide the requested medical information to your immediate supervisor, NAME by DATE. If you need additional time to gather the requested medical information, please place your request to NAME

If you have any questions concerning this request, please contact me at (###)

Attachment: Position Description



STRATEGIC PLAN FOR FISCAL YEARS 2018 – 2022



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LETTER FROM THE SECRETARY

The Department of the Interior's Strategic Plan for Fiscal Year 2018-2022 is our bold vision for the future under President Donald J. Trump. As the chief stewards of our public lands, it is our job to ensure that these lands continue to be used "for the benefit and enjoyment of the people," as the words engraved into the Roosevelt Arch at Yellowstone National Park so proudly proclaim.



We will restore the American conservation ethic that built our nation. Among the American traditions that made our country great was a philosophy of multiple-use on our public lands. I am an admirer of President Theodore Roosevelt – he had it right. As President Roosevelt once remarked, "It is not what we have that will make us a great nation; it is the way in which we use it."

Our public lands are our greatest treasures, and all Americans should be able to experience these treasures. One of my top priorities as Secretary of the Interior is public access to public land. Recognizing that hunting and fishing is an integral part of the American heritage, we must do more to ensure that all Americans can enjoy these sports – not just the wealthy elite. Americans should also be proud of their public lands, which is why investing in American infrastructure and addressing the maintenance backlog at our National Parks is critically important.

While "benefit and enjoyment" includes recreation, it also includes traditional uses like grazing and timber harvesting. Our mandate is multiple-use of public lands, and multiple-use also includes the development of natural resources as we seek to leverage American energy for American strength. Americans should have the right to make a living off the land, and one of our most critical responsibilities at Interior is upholding this right.

If we are going to preserve our heritage, we must bolster our standing in the world. It is in the economic and national security interest of the United States to pursue a policy of American energy dominance. An America-First energy policy is one which maximizes the use of American resources while freeing us from dependence on foreign oil.

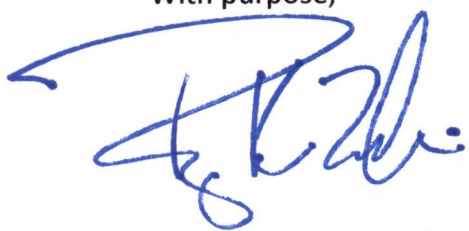
American energy dominance requires aggressive regulatory reform. With our strategic plan, the Interior Department has a unique opportunity to cut the burdensome, unnecessary regulations that have suppressed job creation and wealth generation. Regulatory reform also includes reduced permitting times. The Trump Administration will not deregulate or streamline at the expense of environmental standards or worker safety, but we will strike a balance and strive toward regulatory certainty going forward when creating a bureaucratic framework.

Along with our conservation stewardship responsibilities, we must also be the greatest champion of our tribal nations. Native Americans and Alaska Natives are proud people with a rich history. Sovereignty has to have meaning, and the days of empty promises to our tribal communities are over. Our priorities in Indian Country will be self-determination, government-to-government interaction, and empowerment.

To accomplish our goals, a reorganization of the Department is necessary. We will chart a path forward for the next 100 years at Interior, as Teddy Roosevelt did over a century ago. As a former Navy SEAL, I have long believed that a healthy front line makes for a healthy operation – it is in this spirit that the reorganization plan will focus on our front lines and how we can better engage those on the ground.

Our strategic plan will restore trust in local communities. The federal government has a long way to go when it comes to being a good neighbor, but I am confident we can get there. With a renewed focus on conservation and a bold approach to energy, the Department of the Interior can lead the way in making America great again. This is our desired outcome.

With purpose,



Secretary Ryan K. Zinke
United States Department of the Interior

MISSION AND ORGANIZATION

Mission

The Department of the Interior (DOI) conserves and manages the Nation's natural resources and cultural heritage for the benefit and enjoyment of the American people, provides scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people, and honors the Nation's trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper.

Vision

The Department of the Interior strives to fulfill a vision to:

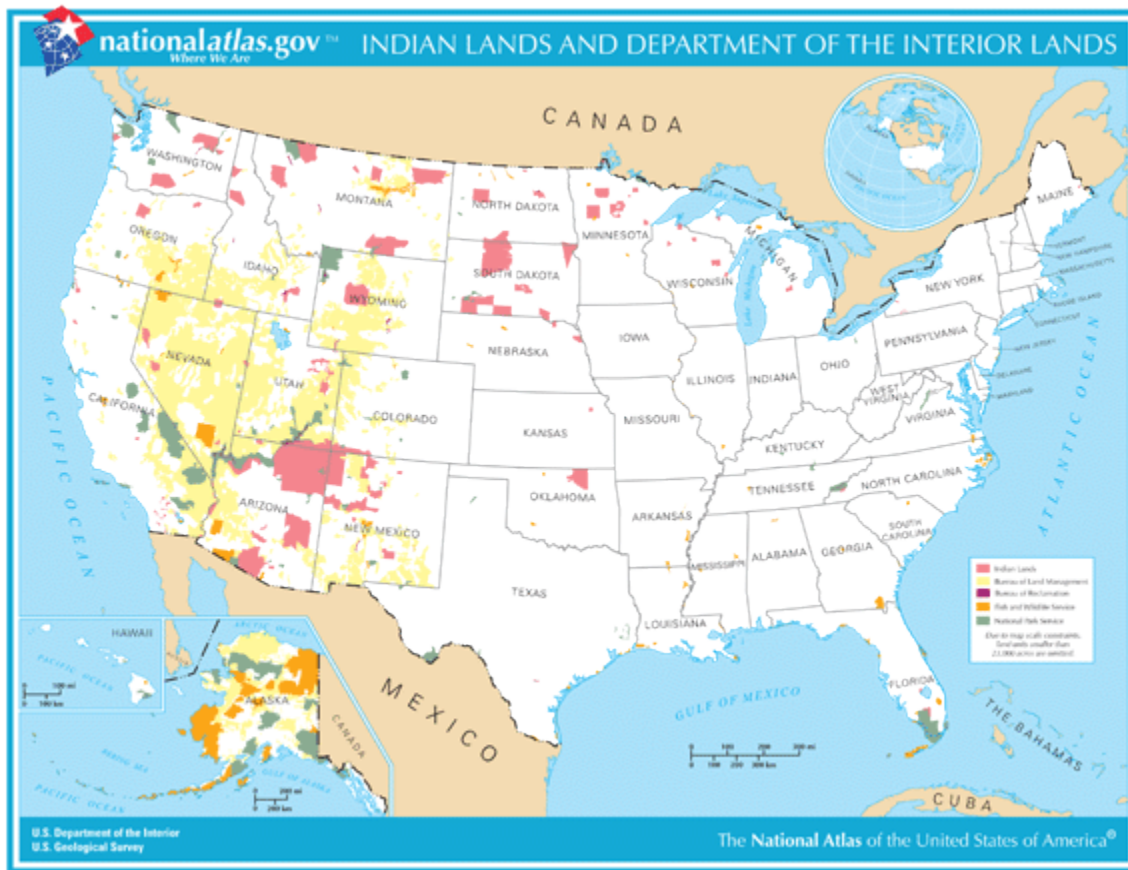
- *Promote energy dominance and critical minerals development* to create jobs for Americans, insulate our nation from volatile political developments overseas, provide additional energy security to allies via surplus domestic supply, and generate revenue for all levels of government so they in turn have the resources to better serve the American people.
- *Increase access to outdoor recreation opportunities for all Americans* so that our people can be healthier, more fully enjoy the wonderful features of their federal lands, and take advantage of hunting, fishing, and other outdoor recreation pursuits that are the roots of the conservation movement.
- *Enhance conservation stewardship* whereby all levels of government and private landowners work cooperatively together in an atmosphere of mutual respect to achieve shared natural resource management goals across landscapes.
- *Improve management of species and their habitats* by focusing our financial and staff resources on improving the status of our nation's fish and wildlife and the healthy habitats that support them, and by streamlining bureaucracy to help us spend relatively more of our funding productively on the ground to better meet societal needs and our own natural resource management responsibilities.
- *Uphold trust and related responsibilities*, recognizing the importance of government-to-government relationships with Indian tribes, Alaska Natives, and insular areas, and respecting self-determination and sovereignty.

History

The Department of the Interior (DOI) was established in 1849. The DOI was charged with managing a wide variety of programs, which included overseeing Indian Affairs, exploring the western wilderness, directing the District of Columbia jail, constructing the National Capital's water system, managing hospitals and universities, improving historic western emigrant routes, marking boundaries, issuing patents, conducting the census, and researching the geological resources of the United States. As the country matured during the last half of the 19th Century, so did the DOI and its mission began to evolve as some of these functions moved to other agencies at the same time the DOI acquired new responsibilities.

With information from Robert Utley and Barry Mackintosh, *The Department of Everything Else: Highlights of Interior History*, 1988, pp. 1-2.

Surface Lands Managed by the Department of the Interior

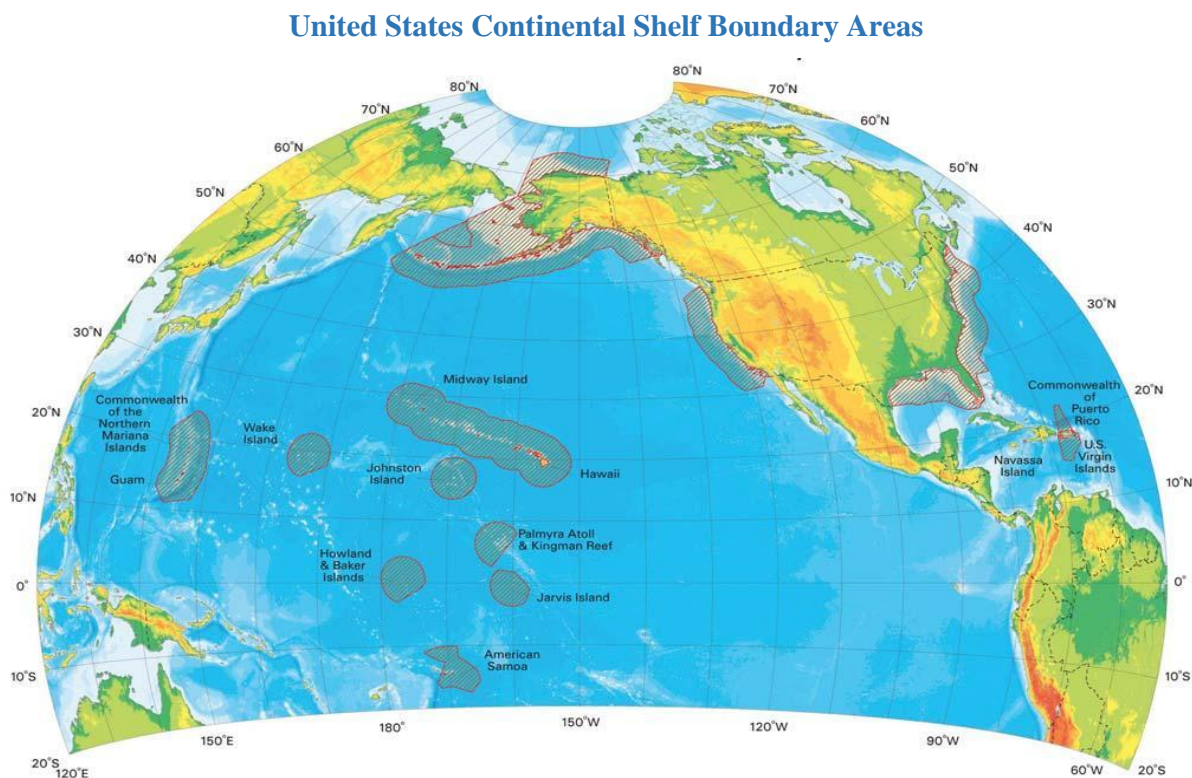


USGS Map, Oct 2014 (except for US Territories that are identified on next graphic)

Following Theodore Roosevelt's conservation summit and the awakening of the conservation movement at the beginning of the 20th Century, there was an increasing urgency and expanding congressional mandate to protect and more effectively manage the nation's natural resources. In 1905, management of the federal forests changed from the Department of the Interior to the United States Forest Service within the Department of Agriculture. Its Chief, Gifford Pinchot, introduced better forestry methods. Pinchot sought to turn public land policy from one that disposed of resources to private parties, to one that maintained federal ownership and management of public land. Pinchot argued that scientific management of forests and natural resources was profitable. He generally opposed preservation for the sake of preservation. During the 1960's and 1970's the DOI's authorizing statutes shifted to put more emphasis on the preservation, management, and use of public lands and natural and cultural resources.

Today, the DOI manages the Nation's public lands and minerals, including providing access to more than 480 million acres of public lands, 700 million acres of subsurface minerals, and 1.7 billion acres of the Outer Continental Shelf. The DOI is the steward of 20 percent of the Nation's lands, including national parks, national wildlife refuges, and other public lands; manages resources that supply 30 percent of the Nation's energy; supplies and manages water in the 17 Western States and supplies 15 percent of the Nation's hydropower energy; and upholds Federal trust responsibilities to 573 federally recognized Indian tribes and Alaska Native villages. The DOI is responsible for migratory bird and wildlife conservation, historic preservation, endangered species conservation, surface-mined lands protection and restoration, mapping, geological, hydrological, and biological science

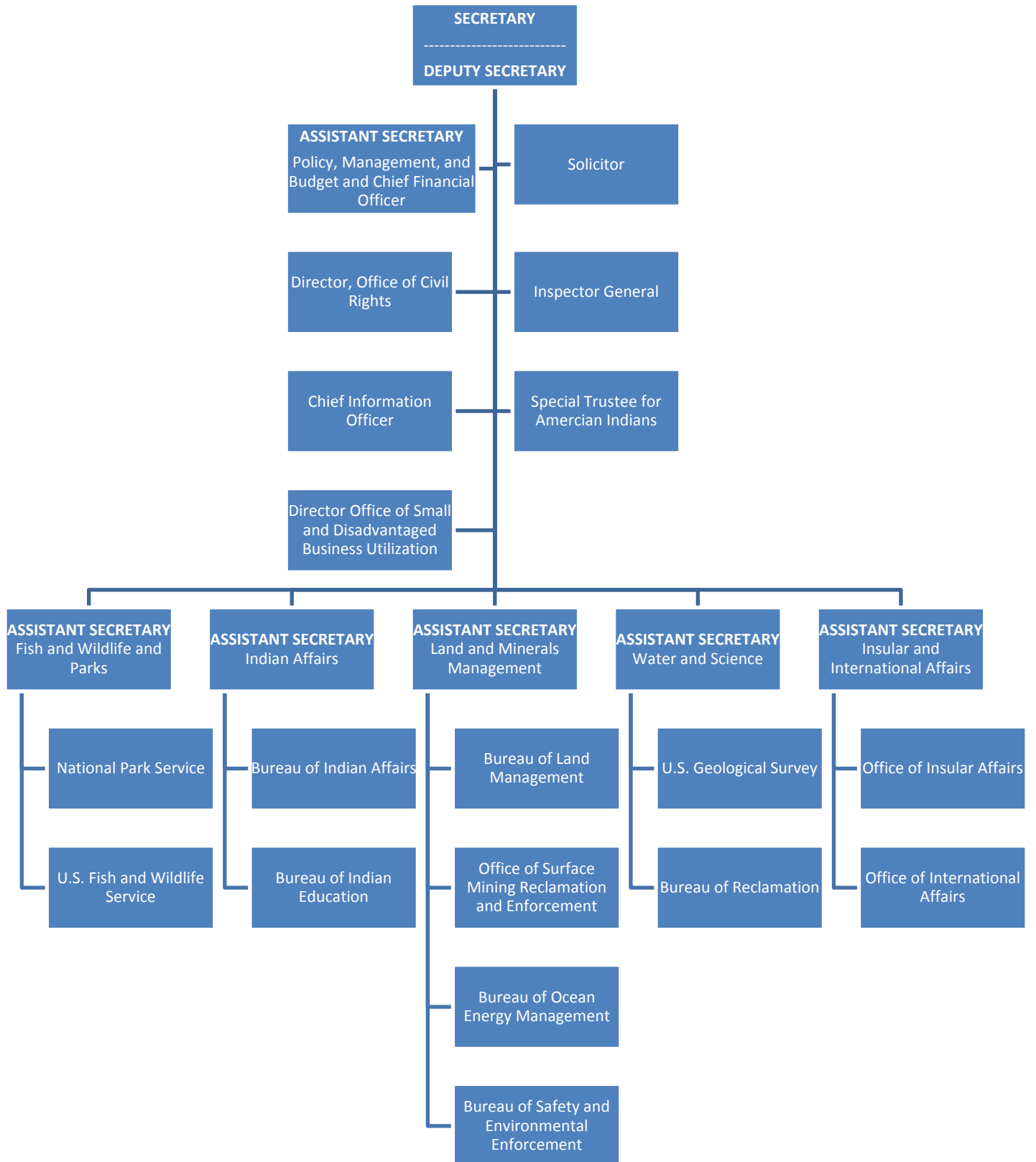
for the Nation, and financial and technical assistance for the insular areas (many of which are depicted in the following graphic).



National Geophysical Data Center, Sep 2001

The DOI's programs encompassed in this Strategic Plan cover a broad spectrum of activities that are performed by 10 bureaus and multiple offices and are captured in the following presentation of each entity's unique mission and set of responsibilities. The Strategic Plan's six mission areas capture the vitality, inventiveness, and potential of the bureaus and offices and the DOI's 70,000 dedicated and skilled employees. Along with our hardworking and skilled employees, over 350,000 much appreciated volunteers annually contribute their time in support of bureau and office missions, bringing unique local knowledge to park operations, assisting in recovery from natural disasters, and participating in environmental education, among other activities. We cannot effectively address all our responsibilities alone, so it is critical to strengthen partnerships with our sister federal agencies with related missions. In the federal family, we share forest, minerals, rangeland, and wildland fire management responsibilities with the US Department of Agriculture's Forest Service. We share water resource management and hydroelectric power generation responsibilities with the US Army Corps of Engineers, and we share fishery and endangered species management responsibilities with the Department of Commerce's National Marine Fisheries Service. In some ways, our relationships with state, tribal, and local government are even more important. We operate within the bounds of state water law, and respect state authority over resident wildlife. We deal with tribal governments on a government to government basis, respecting each other's authority and jurisdiction. We share land use planning responsibilities with local government, so we must make our own land management plans in a way that is mindful of the goals and plans of those local government neighbors.

US Department of the Interior Organization Chart



Bureau and Office Summaries



Bureau of Land Management (BLM)

- ▶ Manages public lands for the benefit of all Americans under the dual framework of multiple use and sustained yield on nearly 250 million surface acres, as well as 700 million acres of subsurface mineral estate. Priorities include:
 - ▷ Making full use of the Nation's domestic energy and mineral sources, including conventional and renewable energy sources;
 - ▷ Serving American families by providing outdoor recreation opportunities that are key to the Nation's heritage and its economy; and
 - ▷ Managing working landscapes to support sustainable livestock grazing operations; and timber and biomass production.
 - ▷ Developing and maintaining strong partnerships with State, local, and private stakeholders in shared conservation stewardship.



Bureau of Ocean Energy Management (BOEM)

- ▶ Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS);
- ▶ Administers nearly 3,000 active fluid mineral leases on over 16 million OCS acres;
- ▶ Oversees 4 percent of the natural gas and 18 percent of the oil produced domestically; and
- ▶ Oversees lease and grant issuance for off shore renewable energy projects.
- ▶ Manages leasing for marine mineral resources such as sand to facilitate beach replenishment and coastal nourishment projects.



Office of Surface Mining Reclamation and Enforcement (OSMRE)

- ▶ Protects the environment during coal mining through Federal programs, grants to states and Tribes, and oversight activities.
- ▶ Ensures the land is reclaimed afterwards.
- ▶ Mitigates the effects of past mining by pursuing reclamation of abandoned coal mine lands.



U.S. Geological Survey (USGS)

- ▶ Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.
- ▶ Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, consumption, and environmental effects.
- ▶ Conducts reliable scientific research in land resources, mineral assessments, and water resources to inform effective decision making and planning.
- ▶ Provides science information that supports natural resource decisions.
- ▶ Produces topographic, geologic, hydrographic, and biogeographic data and maps.



Bureau of Safety and Environmental Enforcement (BSEE)

- ▶ Fosters secure and reliable energy production from the 1.7 billion acre U.S. Outer Continental Shelf (OCS) for America's energy future.
- ▶ Conducts inspections, permitting, incident and equipment failure analysis, oil spill preparedness and enforcement programs aimed at promoting a culture of safety and reducing risk to those who work offshore.
- ▶ Supports the technical expertise to engage opportunities and to meet challenges to tap the full potential of OCS energy resources.



Bureau of Reclamation (BOR)

- ▶ Manages, develops, and protects water and related resources in an environmentally and economically sound manner in the interest of the American public.
- ▶ Largest wholesale supplier of water in the Nation
- ▶ Manages 492 dams and 338 reservoirs.
- ▶ Delivers water to 1 in every 5 western farmers and more than 31 million people.
- ▶ America's second largest producer of hydroelectric power.



Fish and Wildlife Service (FWS)

- ▶ Manages the lands and waters of the 855 million-acre National Wildlife Refuge System, primarily for the benefit of fish and wildlife.
- ▶ Manages 73 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries.
- ▶ Protects and conserves:
 - ▷ Migratory birds;
 - ▷ Threatened and endangered species; and
 - ▷ Certain marine mammals.
- ▶ Hosts about 48 million visitors annually at more than 560 refuges located in all 50 states and 38 wetland management districts.



Indian Affairs (IA)

- ▶ Fulfills Indian trust responsibilities.
- ▶ Promotes self-determination on behalf of 573 federally recognized Indian Tribes.
- ▶ Funds self-governance compacts and self-determination contracts to support all Federal programs including education, law enforcement, and social service programs that are delivered by Tribal Nations.
- ▶ Supports 183 elementary and secondary schools and dormitories, providing educational services to approximately 48,000 students in 23 states.
- ▶ Supports 32 community colleges, universities, post-secondary schools, and technical colleges.

Note: IA includes the Bureau of Indian Affairs (BIA) and the Bureau of Indian Education (BIE)



National Park Service (NPS)

- ▶ Maintains and manages a system of 417 natural, cultural, and recreational sites for the benefit and enjoyment of the American people.
- ▶ Manages and protects over 27,000 historic and prehistoric structures, nearly 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.
- ▶ Provides outdoor recreation to nearly 324 million visitors at national park units.
- ▶ Provides technical assistance and support to state, tribal and local natural and cultural resource sites and programs, and fulfills responsibilities under the National Historic Preservation Act of 1966.



Departmental Offices

- ▶ Immediate Office of the Secretary, Deputy Secretary, and Assistant Secretaries
- ▶ Office of the Solicitor
- ▶ Policy, Management and Budget provides leadership and support for the following:
 - ▷ Budget, Finance, Performance and Acquisition;
 - ▷ Public Safety, Resource Protection, and Emergency Services;
 - ▷ Natural Resources Revenue Management;
 - ▷ Human Capital and Diversity;
 - ▷ Technology, Information and Business Services;
 - ▷ Policy and Environmental Management
- ▶ Office of Inspector General
- ▶ Office of the Special Trustee for American Indians



Insular and International Affairs

- ▶ Coordinates federal policy for the territories of American Samoa, Guam, the U.S. Virgin Islands and the Commonwealth of the Northern Mariana Islands.
- ▶ Oversees the Department's involvement with oceans policy
- ▶ Manages the Department's involvement in international affairs
- ▶ Responsible for administering and overseeing U.S. federal assistance to the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association, as well as providing technical and financial assistance to all the Insular Areas.

Note: Includes Office of Insular Affairs and Office of International Affairs

CROSS-CUTTING PRINCIPLES

As the Department of the Interior (DOI) advances through FY 2018-2022, the following principles guide our leadership, management, and workforce.

Effective and Accountable Leadership - The DOI is committed to being an outstanding steward of approximately 500 million acres of public lands, 700 million onshore subsurface acres, and 1.7 billion acres of the Outer Continental Shelf (OCS) including magnificent vistas, valuable energy and mineral resources, unique ecosystems, range, and treasured natural, cultural, and heritage assets. The management and oversight of these resources require a dedicated cadre of employees, the contributions of volunteers, and the input of stakeholders to inform decision-making. The challenges of managing for a diverse constituency while meeting national goals for energy development and sustaining high levels of recreation and access require technical expertise, the best available science, and an understanding of the balance of development and conservation.

A critical role for DOI's senior executives is providing the necessary leadership to guide the efforts of DOI's offices, bureaus, and field locations in effectively achieving Presidential and Secretarial goals especially through:

- Ensuring cost effective operations and quality customer-centric service to the public;
- Facilitating cooperation and collaboration across organizations within the DOI and its federal and nonfederal partners;
- Ensuring a workplace environment that is safe, fair, and conducive to employee productivity; resolving conflicts as needed; and
- Holding individuals at all levels accountable for their actions.

Empowering the Field - Accomplishing the multi-faceted missions of the DOI involves the skills of 10 bureaus and spans 2,400 locations across the U.S. These locations are often remote and present managers with unique challenges. Managers and experts in the field organization must be allowed to exercise informed judgement and discretion, and must have a skilled workforce to address the issues and manage their operations. The DOI's agency reform plan, developed in response to the President's Executive Order "Comprehensive Plan for Reorganizing the Executive Branch," provides a strategy for better enabling our managers and workforce in the field through regional realignment and executive empowerment, increased colocation, and shifting workforce resources closer to the DOI's field locations.

Engaging the Nation in Cooperative Stewardship - In managing such a broad range of resources for the benefit of the public, the DOI works closely with other federal agencies, state, tribal, territorial, and local governments, and the public. The DOI's reform plan calls for increased coordination across agency lines and levels of government to achieve common goals and resolve differences without expensive and time-consuming litigation. DOI is working to increase its collaborations and partnerships across all levels of government.

Improving Infrastructure - The DOI manages an infrastructure asset portfolio with a replacement value exceeding \$300 billion. Most well-known are the DOI's iconic and unique national treasures, which have priceless historical significance. More broadly, the DOI owns approximately 43,000 buildings, 100,000 miles of roads, and 80,000 structures; including dams, laboratories, employee housing, Indian schools, visitor facilities, historic structures and hydropower infrastructure. The related deferred maintenance backlog has grown to over \$15 billion in 2016, of which over \$11 billion belongs to the National Park Service. DOI is committed to determining how to best address

this backlog and maintain its facilities for the safety and productivity of its workforce, and the continued high quality experience and enjoyment by the American public.

Striking a Regulatory Balance – In accordance with the Executive Order on Enforcing the Regulatory Reform Agenda, the DOI will identify regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The DOI will continue to protect human health and the environment in a responsible, cost-effective manner but in a way that avoids imposing an undue process or economic burden on the public.

Generating Revenue, Jobs, and Economic Activity - The DOI grants access to public lands and offshore areas for all forms of energy development—representing roughly a quarter of the Nation’s domestic supplies of oil and natural gas—while ensuring safety, environmental protection and revenue generation for the American public. It is important to the Nation’s future that these natural resources are managed wisely and – as appropriate -- made accessible for public use to help generate revenues, enhance national security, create jobs, and grow the U.S. economy.

Restoring Trust - It is critical that the DOI can be trusted to operate in the best interest of the American public. Key to maintaining public trust and confidence in the integrity of government is the adherence to high ethical standards and ensuring that government business is conducted with impartiality, transparency, accountability, and integrity. While many of our employees have important law enforcement responsibilities as part of their jobs, more generally we want the public to primarily view our employees as helpful and friendly technical experts, not as law enforcement. When we do need to perform our law enforcement responsibilities, our preference is to achieve compliance through education and demonstrating a sincere desire to create win-win situations with the public we serve. The DOI embodies this principle, follows the law and holds people accountable. Decisions are based on sound science and the best interest of the public.

The DOI is committed to effective and efficient financial operations and accountability characterized by high quality and timely reporting, robust internal controls, clean audits, and effective follow-up on audit and internal control findings. The DOI utilizes the enterprise Financial and Business Management System for the integration of business functions including budget execution, finance, acquisition, improved internal controls, a secure information technology environment, and a community of business innovation, efficiency, and transparency.

Respect for Tribal Sovereignty – As a steward of tribal trust assets, the DOI plays a critical role for the United States in fulfilling the trust responsibility to Indian tribes. The DOI is committed to effectively meeting that responsibility by assisting tribes and Indian individual land owners to create greater economic opportunities, build safer and healthier communities, and effectively consulting with tribal governments.

OVERVIEW OF THE FY 2018-2022 STRATEGIC PLAN

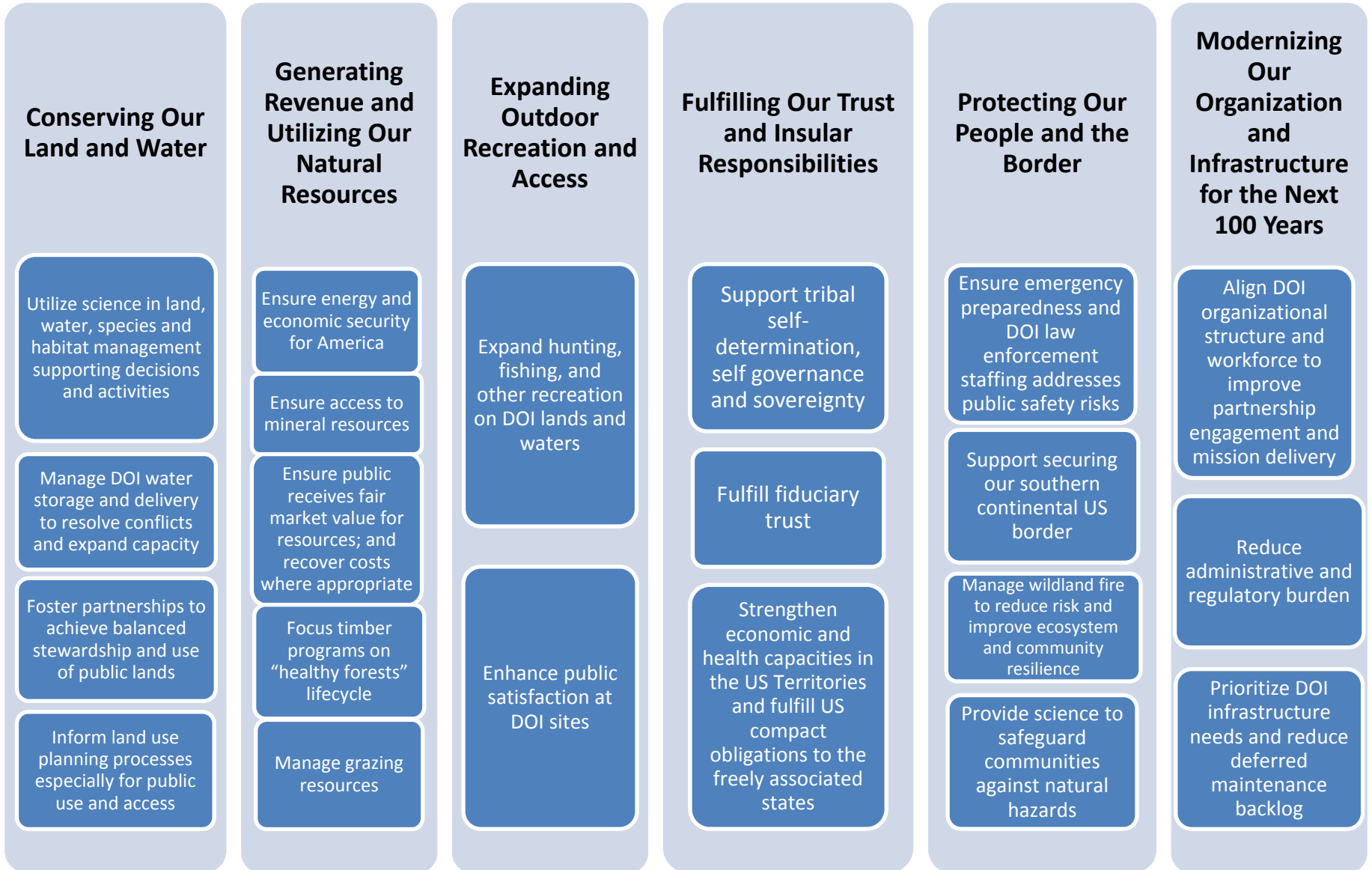
The DOI's FY 2018-2022 Strategic Plan provides the framework for the programs and activities that are performed by 10 bureaus and multiple offices, and take place at approximately 2,400 locations throughout the Nation.

The Strategic Plan facilitates the integration of programs, the allocation and alignment of resources, and collaboration and coordination with stakeholders to achieve key goals. A set of six mission areas, 21 goals, 34 strategies, and approximately 120 performance measures will guide the DOI's activities for the next five years. These mission areas reflect the Secretary of the Interior's priorities, while the goals and strategies describe the means by which those priorities will be achieved.

The mission areas, goals, and strategies that constitute the Strategic Plan are displayed in the Strategic Plan Framework, followed by a description of the mission areas, goals, strategic objectives, and performance measures. An FY 2022 goal is provided for each performance measure that reflects a desirable annual level of achievement that DOI aspires to assuming the availability of a reasonable level of resources. The anticipated level of performance for these measures on an annual basis in consideration of actual resource levels will be reported in the DOI's Annual Performance Plan and Report that is released with the FY 2019 President's budget and available at www.doi.gov/bpp.

There is some continuity of performance measures from the FY 2014-2018 Strategic Plan because the core of our statutory mission remains the same regardless of shifts in policy emphasis resulting from a change in Administrations. Trends in performance related to funding and programmatic plans are available in the DOI's FY 2019 Annual Performance Plan and Report available at www.doi.gov/bpp.

STRATEGIC PLAN FRAMEWORK



Crosscutting principles: Senior executives provide leadership in achieving Presidential and Secretarial goals and are expected to: ensure cost-effective operations and quality service to the public; facilitate organizational cooperation and conflict resolution; ensure workplace environment conducive to employee productivity and safety; and hold individuals accountable for their actions.

DESCRIPTION OF MISSION AREAS

**(With Supporting Goals, Strategies, and
Performance Measures)**

MISSION AREA 1: Conserving Our Land and Water

The DOI ensures that America's natural endowment – the lands and waters of the United States – is conserved for the benefit, use, and enjoyment of current and future generations. The DOI's bureaus use the best available science, modern natural resource management techniques, technology and engineering, efficient decision-making processes, robust partnerships, and improved land use planning to ensure balanced stewardship and use of the public lands and its resources, including wildlife and fish species.

GOAL #1: Utilize science in land, water, species and habitat management supporting decisions and activities

The DOI will ensure that it delivers data, tools, techniques, and analyses that advance understanding of natural resources, the forces that shape them, and the interactions of plants, animals, and people that live within them. Research, monitoring, and remote sensing are necessary to understand and detect changes that affect land resources and processes that are essential to the Nation's economic growth, well-being, and ecological health. These efforts support the DOI in its role as the largest manager of the Nation's land and water resources.

The DOI's land and water management bureaus are stewards of the lands and waters managed by the DOI. These bureaus will utilize the best available scientific data, tools, techniques, and analyses provided by our researchers, our nonfederal government partners, or others to maintain and restore lands and waters and ensure that habitats support healthy fish and wildlife populations.

STRATEGY #1: Apply science to land, water, and species management

The USGS seeks to understand the Nation's environmental, natural resource, and economic challenges with scientific monitoring and research to support the development of management strategies that address the impacts of land use on the availability and sustainability of land and water resources. The USGS helps management agencies by providing them the measures designed to prevent or control invasive species and wildlife disease outbreaks; and apply decision science to actions.

The USGS conducts monitoring, assessments, and research in order to understand and predict changes in the quality and quantity of water resources in response to land-use and management scenarios. Through advanced understanding and integrated modeling of processes that determine water availability, the USGS informs the balanced management of water resources for multiple purposes, including energy production, human and crop consumption, the sustainability of fish and other aquatic communities valued by society, and public enjoyment. The USGS works with land and water resources managers in applying its data and research results to help them make informed decisions for effectively managing the resources with which they are entrusted.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted land and water management research actions	100%
USGS	Millions of people living in targeted watersheds covered by completed water quality models	306.7
USGS	Percent completion of planned water quality sampling and studies for the Nation's groundwater, streams and rivers	100%
USGS	Percent completion of the USGS National Water Census baseline	100%
USGS	Percent completion of U.S. aquifer groundwater availability baseline studies	43%
USGS	Percent completion of targeted species management research actions	100%
USGS	Percent completion of targeted biological threats research actions	100%
USGS	Percent completion of collaborative research projects on factors affecting fish and wildlife habitat	100%

STRATEGY #2: Provide stewardship of land, surface water, streams and shorelines

The Bureau of Land Management, the Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation manage, maintain and restore uplands, wetlands, lakes, streams and some marine areas through efforts that include controlling invasive plants and animals, restoring land or waters to a condition that is self-sustaining, and ensuring that habitats support healthy fish and wildlife populations. The DOI’s Natural Resource Damage Assessment and Restoration program works with the bureaus to assess the impacts of oil spills and hazardous waste sites and coordinates restoration efforts. The Office of Surface Mining Reclamation and Enforcement works with states and tribes to ensure that coal mining is conducted in a manner that protects citizens and the environment during mining, restores the land to beneficial use following mining, and mitigates the effects of historic mining by pursuing reclamation of abandoned mine lands. The DOI aims to balance the conservation of special places with resource development while also providing visitors with opportunities for outdoor recreation.

Bureaus administer their resource management and conservation programs on more than 400 million acres of upland, wetland, and aquatic lands within their jurisdiction. Many of these lands have special status as national parks, seashores, monuments, wildlife refuges, wilderness areas, national conservation lands or wild and scenic rivers. Land managers utilize earth and natural science, social science, partnerships with other DOI bureau, federal, state, local and tribal entities, and other tools and resources (including its front-line managers) in managing these lands and waters.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of DOI acres that have achieved desired conditions	88.9%
BLM, FWS	Percent of DOI riparian (stream/shoreline) miles that have achieved desired conditions	89.2%
BLM, BOR, FWS, NPS	Percent of acres infested with invasive plant species that are under control	0.2%
FWS, NPS	Percent of invasive animal species populations that are under control	8.7%
OSMRE	Percent completion of abandoned mine lands restored by eliminating health, safety, and environmental concerns	57%
OSMRE	Percent of active coal mining sites that are free of off-site impacts	88%
OSMRE	Percent of coal mine acreage reclaimed to beneficial post-mining land use	44%

STRATEGY #3: Provide stewardship of wildlife, bird, fish, and plant species

The Fish and Wildlife Service (FWS) is tasked with the conservation and protection of certain populations of fish, wildlife, plants, and their habitats. The FWS works first to prevent species from becoming listed as threatened or endangered by using the best available science to make land management decisions that might affect species viability. The FWS conducts, consults or coordinates many species management activities in partnership with others including NPS, BLM, Reclamation, and other federal, state, local and tribal agencies and private organizations. The strategy to sustain species focuses on identifying and implementing corrective actions that will lead to species recovery.

Congress passed the Endangered Species Act (ESA) in 1973, to protect and recover imperiled species from becoming extinct and to conserve the habitats upon which they depend. The FWS and the Commerce Department’s National Marine Fisheries Service (NMFS) administer the ESA. The FWS has primary responsibility for terrestrial and freshwater organisms, while the responsibilities of NMFS are mainly marine wildlife such as whales and anadromous fish such as salmon.

FWS works with many partners using a range of conservation tools to recover listed species (threatened and endangered) to ensure that they are able to survive on their own in the wild. These tools can include acquiring and restoring habitat, removing invasive species, conducting surveys, monitoring individual populations, and breeding species in captivity to release them into their historic range.

The DOI uses a number of datasets and metrics to track its progress on species listings, downlistings, delistings, critical habitat, scientific findings, and Species Status Assessments (SSA). The SSA is the scientific foundation supporting listing, delisting, and downlisting decisions and recovery plans and includes biological and threats information and analyses that help FWS and its partners better understand the species status. Recovery criteria, describing the conditions of the species when the protections of the act are no longer necessary, address both the biological status in terms of the 3 R's (resiliency, representation and redundancy) and the mitigation of threats necessary to achieve that status. The DOI is working to include more information on critical habitat,

estimated costs of recovery and economic impact of its threatened and endangered species listings and recovery action plans, to provide a more complete perspective to states and the public of the actions being planned for attempting to save each species.

In its Policy Regarding the Role of State Agencies in ESA Activities, FWS coordinates, collaborates, and uses the expertise of state agencies in developing the scientific foundation upon which FWS bases its determinations for listing actions. By September 30, 2018, all FWS decisions on whether to list a species under the ESA will be informed by input from state fish and wildlife agencies, subject to the affected states' willingness to participate (some state fish and wildlife agencies have declined participation due to lack of authority for some species under ESA review). This input should include (but is not limited to) a solicitation of state data and state personnel involvement in the development of SSAs.

Per Section 4(c)(1) of the ESA, FWS is required to review the status of each listed species at least once every 5 years and determine whether it should be: (1) removed from the List (delisted), (2) reclassified from endangered to threatened (downlisted), or (3) reclassified from threatened to endangered (uplisted). By September 30, 2019, for 100% of all species with 5-year reviews recommending downlisting or delisting FWS will have proposed downlisting or delisting rules acted on by the Director, or a new status review initiated if new information indicates the need for an updated assessment prior to initiating rulemaking, within 2 years of the 5-year review recommendation.

The DOI's responsibility to protect fish, wildlife, and native plants transcends jurisdictional boundaries, and includes efforts that affect almost 1,500 species with special status under the Endangered Species Act and more than 1,000 migratory birds that receive Federal protection under the Migratory Bird Treaty Act. The DOI works to combat domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement, promoting legal trade and hunting, and helping to reduce demand for illegal wildlife products. Under Executive Order 13771 of January 30, 2017, i.e. Reducing Regulation and Controlling Regulatory Costs, the DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to private constituents, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient. This activity is described further in the second goal under the sixth Mission Area on reducing administrative and regulatory burden.

Agency Priority Performance Goals:

- ***By September 30, 2018, 100% of proposed species listings will be based on best available information that includes state input and/or data provided through participation in Species Status Assessments (SSA).***
- ***By September 30, 2019, 100% of all Fish and Wildlife Service recovery plans will have quantitative criteria for what constitutes a recovered species.***

Bureaus	Key Performance Indicators	2022 Goal
FWS	Percent of Threatened or Endangered species listed for 2.5 years or more with a final recovery plan	75%
FWS	Percent of five-year Threatened or Endangered species five-year status review recommendations to downlist or delist acted on within five years (<i>prior to next status review</i>)	60%
FWS	Percent of listed species with current five-year reviews (<i>completed in the last five years</i>)	90%
FWS	Percent of rules and findings completed based on Threatened or Endangered Species Status Assessments	100%
FWS	Percent of threatened and endangered species listings with proposed critical habitat	100%
FWS	Percent of migratory bird species that are at healthy and sustainable levels	72%
FWS	Percent of fish species of management concern that are managed to self-sustaining levels	23%

GOAL #2 Manage DOI water storage and delivery to resolve conflicts and expand capacity

The Western U.S. is one of the fastest growing regions of the country, and urbanization has created significant demands for water use and service. The DOI strives to keep its water storage facilities in good condition to ensure safe and reliable water supply. Stretching existing water supplies for multiple uses are among the many significant challenges facing Reclamation. The Bureau of Reclamation is the nation's largest wholesale water supplier and manages water in 17 western states. Reclamation's projects and programs are an important driver of economic growth bringing water to more than 31 million people and providing one of five western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60 percent of the nation's vegetables and 25 percent of its fruits and nuts. Reclamation's facilities also provide substantial flood control, hydropower, recreation, and fish and wildlife benefits.

The DOI is the lead agency in defining and protecting water rights for Indian tribes and individual Indian land owners. The Bureau of Indian Affairs (BIA) is responsible for maintaining 137 dams on tribal lands. The BIA also provides irrigation water to over 780,000 acres through 17 congressionally authorized irrigation projects.

STRATEGY #1 Manage water resources and delivery

Changes in water supplies, water demands, and the increased duration and frequency of droughts have the potential to affect Reclamation's ability to fulfill its mission. Many rural communities face significant challenges in financing the cost of replacing or upgrading aging and obsolete facilities and systems. Water conservation programs increase the available water supply and contribute to DOI's broader objective of achieving a more sustainable, secure water supply. Protecting and extending the life of aging infrastructure are significant challenges facing Reclamation, and maintenance, rehabilitation, and replacement will become more costly over time. Reclamation

prioritizes infrastructure assets based on detailed design criteria: engineering need, consequence of failure, financial considerations, efficiency opportunities, scheduling, and others.

The Bureau of Indian Affairs (BIA) water management functions are implemented through three complementary programs. The Water Rights Negotiation/Litigation Program defines and protects Indian water rights and settles claims through negotiations if possible, or alternatively, through litigation. The Water Management Program assists tribes in managing, conserving, and utilizing trust water resources. The BIA Irrigation, Power and Safety of Dams program operates and manages irrigation, power, and dam infrastructure. The program sets high standards for maintenance, collaboration with stakeholders, and effective water and power distribution. The BIA manages facilities to ensure they do not present an unacceptable risk to downstream lives and property; and are managed in an economically, technically, environmentally, and culturally sound manner.

Agency Priority Performance Goal: By September 30, 2019, the Bureau of Reclamation will facilitate water conservation capacity of 53,800 acre-feet to help reduce the impact of drought.

Bureaus	Key Performance Indicators	2022 Goal
BOR	Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]	74%
BOR	Amount of acre feet of water conservation capacity enabled to help address drought	1,392,000
BIA	Percent of projects completed in support of water management, planning, and pre-development.	77%

GOAL #3: Foster partnerships to achieve balanced stewardship and use of our public lands

The DOI will assess, utilize and enhance the most promising of partnership practices and explore the potential for furthering these types of opportunities to work jointly with other individuals and organizations for the benefit of the nation’s public lands, waters, and historic and cultural sites and the fish and wildlife species.

STRATEGY #1: Build and maintain partnership programs

Public and private partnerships provide opportunities for greater engagement of people and organizations in caring for and managing the natural, historical, cultural and physical resources across the DOI’s 500 million acres. This can be especially beneficial for our national park units, National Wildlife Refuges, wildlife management areas, and national conservation public lands. Support can come from other federal or state agencies, tribal nations, volunteers, non-profit organizations, educational institutions, corporations or foundations through sponsorship or philanthropy. DOI bureaus should endeavor to partner with non-traditional stakeholders to increase our relevance to the American public, rather than just relying on traditional constituencies.

The National Park Service already has the authority from Congress to accept monetary and in-kind gifts, including those collected through the National Park Foundation. Similarly, the Fish and Wildlife Service has authority to accept gifts from some entities, including some non-profits organizations and the federally chartered non-profit National Fish and Wildlife Foundation. The Bureau of Land Management has Congressional authority to accept monetary and other types of donations, along with Congressional authorization to create a Bureau of Land Management Foundation. The BLM works with local, state, federal, and private partners on nearly all of the activities undertaken on public lands, from identifying important fish and wildlife habitat with the state game and fish agencies, working with local rangeland fire protection associations, to providing hunting and fishing opportunities for sports men groups. As permitted under current law, the DOI hopes to develop further philanthropic and sponsorship opportunities, and promote other partnering best practices.

The DOI utilizes migratory bird joint ventures as collaborative, regional partnerships of government agencies, non-profit organizations, corporations, tribes, and individuals that conserve habitat for the benefit of priority bird species, other wildlife, and people. Joint ventures bring these diverse partners together under the guidance of national and international bird conservation plans to design and implement landscape-scale conservation efforts in support of the [North American Waterfowl Management Plan](#) and the other [bird management plans](#). These joint ventures use state-of-the-art science to ensure that diverse habitat is available to sustain migratory bird populations for the benefit of those species, other wildlife, and the public. These partnerships have a three-decade record of success, they use non-regulatory solutions and economically sound business approaches, promote working lands conservation, sporting, and outdoor traditions, and support resilient urban and rural communities.

The Department of the Interior and the U.S. Department of Agriculture working near each other in the field continue to pool resources, conduct joint projects and share services under Service First agreements. Service First authority promotes collaborating across bureau and agency boundaries to develop joint solutions to common problems and integrate responses to federal land management issues and opportunities. Bureaus of the Department of the Interior and the U.S. Department of Agriculture cooperate in jointly managing some areas. For example, the National Trail, and Wild and Scenic River Systems span every state of our nation and exceed the length of the interstate highway system. Federal land management agencies, as well as state and local jurisdictions and partners enhance recreational access, conserve the Nation's heritage, and leverage the federal investment to manage these nationally recognized resources cooperatively.

Building new partnerships for infrastructure improvement is a priority at the DOI. There are also numerous volunteer opportunities, where individuals or associations provide service in caring for natural resources and cultural and historic assets on our public lands (see www.volunteer.gov). The DOI will also empower managers in the field to directly engage in further collaboration within the units they manage, identify best practices for collaboration and partnering, provide training and technical support, and encourage field managers to find or create and execute partnerships on a local basis.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Number of estimated work hours in a national park unit, National Wildlife Refuge, or Bureau of Land Management site that are performed or sponsored by a private citizen, National Service participant or non-federal entity	9,870,000
BOR, FWS, CUPCA	Number of non-DOI acres restored, including through partnerships	593,876
FWS	Number of non-DOI acres managed or protected to maintain desired condition, including acres restored through partnerships	602,654
FWS, CUPCA	Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships	255

GOAL #4: Inform land use planning processes especially for public use and access

The DOI will review and improve its land planning processes to enable expanded access and use of the public lands while restoring a balance between conservation and utilization of the lands, energy and mineral resources, waters, fish and wildlife, and other natural and cultural resources. The DOI will employ the latest available science, land-imaging and other technology tools and datasets to inform land use planning to maximize the societal value of land planning. The DOI land use planning will take into account the land use plans of affected local and state governments.

STRATEGY #1: Assess land use planning processes for public access and use of DOI lands

DOI land use and management plans ensure that the public lands are managed in accordance with the intent of Congress as stated in several authorities including, but not limited to: the Federal Land Policy and Management Act (FLPMA), the National Environmental Policy Act (NEPA), the Endangered Species Act, the National Wildlife Refuge System Administration and Improvement Acts, the Organic Act of 1916 (National Park Service), the Alaska Native Claims Settlement Act, and the Alaska National Interest Lands Conservation Act (ANILCA).

Land use planning efforts vary across bureaus based on enabling legislation. The National Park Service creates management plans to execute its mission. The National Wildlife Refuge system creates Comprehensive Conservation Plans for each refuge as part of their mission. The BLM’s mission states that its duty is to sustain the health, diversity, and productivity of America’s public lands for the multiple use and enjoyment of present and future generations.

A common thread through all three bureaus’ mission is the need to accommodate and benefit the use and enjoyment of these public lands for both present and future generations. Some lands are made available for multiple use and sustained yield, other lands for conservation and preservation values.

The DOI is undertaking the challenge to review and improve its planning processes in ways that can best meet the sometimes-conflicting uses for public lands. The DOI will strive to enhance public participation and input to the planning processes, engage our state, local, and tribal government partners, provide open and understandable decision-making, expedite the decision-making process

so that implementation is not delayed, and ensure that public access and use is appropriately built into every land use plan.

STRATEGY #2: Inform land use planning with mapping and land imaging

The USGS is the lead civilian mapping agency for the Nation and supports the conduct of detailed surveys and the resulting distribution of high-quality and highly-accurate topographic, geologic, hydrographic, and biogeographic maps and data. Remote sensing satellites and aircraft monitor the Earth providing information that is broad, precise, impartial, and easily available. For more than 45 years, Landsat satellites have collected data over the planet’s land surface to support global research studies. These data constitute the longest continuous record of the Earth’s land surface as seen from space.

High-resolution information results in geologic maps and geospatial products that enable precise planning of civil engineering and transportation infrastructure, versatile urban planning, improved flood projection, timely and accurate emergency response, effective hazard identification and mitigation, and detailed environmental analyses. This information is also used by DOI bureau land managers in exercising their responsibilities to help plan for public land use and access.

In the next decade, the USGS will continue to improve spatial and temporal resolution through research and development of products such as full four-dimensional geologic maps, showing how the complex geologic structure of the Earth has changed through time. Mapping accuracy through cutting-edge technology allows for precise planning for energy development, transportation and pipeline infrastructure projects, urban planning, flood prediction, emergency response, and hazard mitigation.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent of land-area coverage available to the public over the internet through the National Geologic Mapping Database	55.5%
USGS	Percent of foundational topographic information services updated quarterly to support on-demand mapping	100%
USGS	Percent completion of research efforts related to land resource management	100%
USGS	Number of terabytes of remotely-sensed data managed	20,140
USGS	Percent increase of scientific research enhanced with Advanced Research Computation	100%

MISSION AREA 2 Generating Revenue and Utilizing Our Natural Resources

The DOI provides access to and manages energy and other resources including oil, gas, coal, timber, grazing, and non-energy minerals on public lands and oil and gas on the Outer Continental Shelf (OCS). The DOI is committed to achieve and maintain American energy dominance through responsible productivity of the public lands for the multiple use and economic benefit of present and future generations.

GOAL #1 Ensure energy and economic security for America

The DOI is the steward and manager of much of America's natural resources which include oil, gas, coal, minerals, and renewable energy sources, such as solar, wind, geothermal, and hydropower. There are vast amounts of untapped domestic energy reserves on public lands. DOI is also reinitiating the National OCS Oil and Gas Leasing Program development process, which is a key component of the America First Energy Plan and the Executive Order on Implementing an America-First Offshore Energy Strategy, to bring jobs and prosperity to millions of Americans. Our nation will use the revenues from energy production to rebuild our roads, schools, bridges and public infrastructure. The Department's "all-of-the-above" strategy facilitates development of all energy resources and makes our nation stronger by decreasing dependency on other nations, creating jobs, and helping drive economic growth.

STRATEGY #1: Promote safe and robust oil, gas, coal, and renewable energy resource development

Oil, gas, coal and renewable energy form the cornerstones of our nation's energy base, and the DOI will continue to expand production of both offshore and onshore conventional and renewable U.S. energy resources while ensuring safety and reliability through efficient permitting, appropriate standards, assessment and oversight. As demand for energy resources grows, agencies within the DOI, such as BIA, BLM, BOEM, BSEE, OSMRE, and USGS conduct work that is increasingly critical to understand the exploration, development, quality, supply, and use of our energy resources. This work enables the DOI to advance new sources of efficient energy generation, facilitate the construction of new or upgraded infrastructure including transmission networks, develop resources responsibly, and ensure that the American public receives a fair return on that development.

Agency Priority Performance Goals:

- ***By September 30, 2019, the Bureau of Land Management will eliminate its backlog of fluid mineral Applications for Permits to Drill (APD's) that have been pending for 3 years or more.***
- ***By September 30, 2019, the Bureau of Land Management will process 80% of parcels created for leasing public lands for oil, gas, or other mineral extraction within 180 days.***

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of pending fluid minerals Applications for Permits to Drill (APDs) which are processed	75%
BLM	Percent of high priority fluid mineral cases that have completed inspection during the year	100%

BLM	Percent of coal lease applications processed	15%
BLM	Number of acres of public lands made available for oil and natural gas leasing	25,000,000
BLM, BOEM	Number of megawatts of approved capacity authorized (that year) on public land and the OCS for renewable energy development while ensuring compliant environmental review	2,020
BOEM	Percentage of Exploration and Development Plan reviews completed within statutory timelines	100%
BOEM	Percent of offshore lease sale processes completed, pursuant to the Secretary's approved National OCS Oil and Gas Leasing Program	100%
USGS	Percent completion of targeted energy resource assessments and research	100%
BSEE	Amount of operational offshore oil spilled (in barrels) per million barrels produced	3.1
BSEE	Percent of high risk production facilities and operations inspected	95%
BSEE	Number of recordable injuries per 200,000 offshore man hours worked	.390
BSEE	Percentage of high risk well operation (e.g., drilling) inspections completed	95%

STRATEGY #2: Provide hydropower

The DOI facilitates the development and use of renewable energy that employs hydropower energy to strengthen US energy security, economic vitality, and quality of life. The Bureau of Reclamation (BOR) is the second largest producer of hydroelectric power in the U.S., operating and maintaining 53 hydroelectric power facilities, comprising over 14,700 megawatts of capacity. On average, Reclamation generates 40 million megawatt-hours of electricity each year – the equivalent demand of over 3.5 million U.S. homes, returning over one billion dollars in federal revenue through power sales. Sustainable, low cost hydropower generated by Reclamation projects has provided significant value to the nation, spurring the development of the western U.S. – through the provision of firm electric power to rural communities as well as ancillary service to support western interconnect grid reliability. Reclamation works to promote domestic energy production by enabling new energy generation from hydropower, a renewable source, and facilitating the construction of new or upgraded transmission networks, helping to create new industries and supply chains, driving economic growth and job creation, and helping provide more energy from domestic sources.

Bureaus	Key Performance Indicators	2022 Goal
BOR	Amount of hydropower capability, in megawatts (MW), installed from 2018 through 2022	50
BOR	Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating	73%

BOR	Percent of time that Bureau of Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods	80%
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GOAL #2: Ensure access to mineral resources

The DOI recognizes that public lands are an important source of the Nation’s non-energy mineral resources, some of which are critical and strategic. The DOI is committed to ensuring appropriate access to public lands, for orderly and efficient development of these resources under principles of multiple use management.

STRATEGY #1: Manage non-energy mineral development

DOI promotes energy security, environmental protection, and economic development through responsible, science-informed management of mineral resources. The BLM conducts environmental analysis of complex issues necessary to authorize use on BLM public lands and meet the increasing demand for non-energy solid leasable minerals, especially potash and phosphate. BOEM’s Marine Minerals Program provides sand and gravel resources to protect and improve coastal infrastructure and the environment locally, regionally and nationally. Additionally, the in-depth science provided by the USGS Mineral Resources Program (<http://minerals.usgs.gov>) facilitates resource discovery and provides essential information and analyses for strategic, evidence-based economic and geopolitical decisions.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of non-energy mineral exploration and development requests processed	30%
BOEM	Number of sand and gravel requests processed for coastal restoration projects	8
USGS	Percent completion of targeted non-fuel mineral resource assessments and research	100%
USGS	Percent completion of targeted Critical Mineral Early Warning System (CMEWS) analyses and evaluations	100%

GOAL #3: Ensure public receives fair market value for resources; and recover costs where appropriate

Rents, royalties, and bonuses are collected from issuing leases on public lands, and offshore on the OCS, and for the amount of the resource extracted. These resources include oil, gas, coal, forage for grazing, and access to renewable energy resources such as solar, wind, and geothermal. It is important that these financial transactions include appropriate accountability and fair return to the American public. The associated regulations and practices for these fees and collections must also be rational and transparent to ensure businesses that extract and process these resources can function efficiently and profitably in order to support the economic growth and security of the nation.

STRATEGY #1: Ensure accurate and timely accounting and collection of energy revenues

The Department collects, disburses and verifies natural resource revenue generated from issuing leases on public lands, and offshore on the OCS. This revenue is then shared with states and localities according to specific statutory obligations, allocated to various Federal programs, or deposited in the General Fund of the Treasury, thus serving to reduce the deficit. The DOI is committed to managing these transactions accurately, responsibly, and in a timely manner. The Royalty Policy Committee has been reinstated by the Secretary to elicit robust advice and recommendations regarding policies related to royalties from these resources and their benefit to the American public.

The BSEE helps ensure the accuracy of metering from higher risk hydrocarbon sites that experience high volumes of throughput and/or have a past history of noncompliance to help ensure the appropriate financial benefit is obtained for the American people. Additionally, data driven procedures enable the BOEM and the BLM to ensure bid adequacy through a two phased review system for onshore and offshore leasing, and also allow for timely collection and disbursement of mineral and renewable energy revenues by the Office of Natural Resources Revenue (ONRR). ONRR's distributions benefit the Land and Water Conservation Fund, the Historic Preservation Fund, and the Reclamation Fund, helping to ensure America's natural resources and rich history are available to be enjoyed by current and future generations. Distributions to states are used to fund capital projects such as schools, roads, and public buildings. Revenues collected from leases on Indian lands directly benefit members of the Indian community.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
ONRR	Percent of federal and Indian oil and gas revenues disbursed on a timely basis per statute (\$ Billions)	98%
BSEE	Percent of oil royalty meters, identified as high-risk using a risk based methodology, where meter provings will be observed	10%

STRATEGY #2: Ensure effective collection and application of recreation fees

The nation's public lands offer many excellent locations for public recreation in the outdoors at national parks and monuments, National Wildlife Refuges, BLM public lands and other locations, in historic sites and buildings and at national treasures such as the Statue of Liberty. Facilities (roads, visitor centers, bathrooms, historic buildings, museums, etc.) that enable visitors to enjoy their public lands and sites are expensive to maintain. All of the major land management bureaus have large backlogs of deferred maintenance at these facilities. The DOI will continuously review its fee structure to determine how best to accommodate visitors enjoyment while collecting fees that help to offset some of the maintenance costs required to keep visitor-facing infrastructure in good shape for visitors. All such reviews of fees and changes will remain consistent with Congressional direction that has been provided through a series of laws including the Federal Lands Recreation Enhancement Act.

The National Park Service established fee structure guidelines in 2006 to standardize rates across the country. The resulting tier system assigns each park unit to a tier and associated entrance fee schedule based on the type of site and the amenities provided for the public. During 2017, the National Park Service initiated a comprehensive review to evaluate and consider bringing entrance fees at all park units into compliance with their assigned tier through a process of public engagement by January 1, 2018. Even with proposed increases, entrance fees remain affordable at \$15-\$30 per vehicle, which is normally good for several days. The America the Beautiful Pass Annual Pass remains at the price of \$80 for one year for unlimited entrance fees for almost all national parks, Fish and Wildlife and BLM sites where fees are required. Congress raised the one-time cost of the America the Beautiful Lifetime Senior Pass for those age 62 or older from the previous fee of \$10 to \$80 effective in August 2017.

Reviews of other amenity fees (such as for campgrounds and special use permits) will also strive to set fair and equitable fees for activities that visitors enjoy after they enter the park, refuge, or recreation area. The bureaus will seek public comment during any process to review and modify fee amounts to ensure that the public has an opportunity to raise questions and provide comments regarding any fee changes. The bureaus will also identify ways to modernize and enhance fee collection mechanisms that speed access to facilities and/or reduce the cost to the federal government for fee collection.

GOAL #4: Focus timber programs on “healthy forests” lifecycle

The BLM manages forests or woodlands for the benefit of the American public. The BLM maintains a permanent source of timber supply, which supports the production of lumber, plywood, and paper, while also protecting watersheds, regulating stream flow, contributing to the economic stability of local communities and industries, and providing recreational opportunities. Responsible management that reduces fire fuels improves the health and resilience of our forests and helps to prevent forest fires.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to national sources of timber supply. Many tribes now actively participate in management of their forest assets through self-governance and self-determination programs.

STRATEGY #1: Manage sales of timber and forest product resources

Forest management programs within the DOI generate economic benefits through timber harvests on public and Indian trust lands, and restoring forest health. The benefits of healthy forests include typical forest products such as timber and biomass but also include opportunities for recreation and maintenance of watershed health.

The BLM has two focus areas for forest management, the Oregon and California grant lands and the public domain lands. For Oregon and California lands, generating revenue for counties is the primary driver of forest management treatments, while for public domain lands, fire management is the primary driver for forest management. The BLM is currently reviewing its management plans to determine prospects for offering additional timber for sale in the future.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to the national sources of timber supply. Many tribes now actively participate in management of their forest assets through the self-governance and self-determination programs.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of allowable sale quantity (ASQ) timber offered for sale consistent with applicable resource management plans (O&C--Oregon and California--only)	100%
BLM	Volume (mmbf) of wood products offered consistent with applicable management plans	285
BIA	Percent of Annual Allowable Cut prepared and offered for sale or free use	48%

GOAL #5: Manage grazing resources

The BLM manages livestock grazing on over half of its public lands; approximately 18,000 permits and leases are held by ranchers that graze their livestock on over 21,000 grazing allotments throughout BLM managed lands. The BLM's overall objective is to ensure the long-term health and productivity of these lands. BLM uses a variety of methods to accomplish this objective – periodic rest or deferment of grazing in pastures in specific allotments during critical growth periods; vegetation treatments; and projects such as water developments and fences. The terms and conditions for grazing on BLM-managed lands such as stipulations on forage use and season of use are set forth in the permits and leases issued by the Bureau to public land ranchers.

STRATEGY #1: Provide for sustainable forage and grazing

Livestock grazing contributes to food production and adds to local economic stability, and it can be used in certain areas to maintain and improve land health by reducing hazardous fuels and minimizing the likelihood and impact of catastrophic wildfires. The BLM partners with local communities and state and local governments to develop rangeland improvement projects, stewardship contracting, and good neighbor authority in its rangeland management. In recent years, the number of grazing permits and leases processed has decreased due to dramatic increases in litigation and drought. The BLM continues to look for opportunities to streamline the grazing permit process and provide livestock operators greater flexibility in grazing their livestock on public lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of grazing permits and leases processed as planned consistent with applicable resource management plans	16%
BIA	Percent of tribal range units assessed during the reporting year for level of utilization	15%

MISSION AREA 3 Expanding Outdoor Recreation and Access

Outdoor recreation is integral to a healthy lifestyle for millions of Americans. Visitors to the DOI's public lands and waters take advantage of the physical, mental, and social benefits that outdoor recreational experiences provide. Americans have the opportunity to hunt and fish on public lands managed by the DOI as part of its multiple-use policy that also includes hiking, camping, climbing, boating, wildlife viewing, and other outdoor pursuits.

GOAL #1: Expand hunting, fishing, and other recreation on DOI lands and waters

Hunting, fishing and other outdoor activities contributed \$156 billion in economic activity across the United States according to the FWS [National Survey of Fishing, Hunting and Wildlife-Associated Recreation](#). More than 101 million Americans, or 40 percent of the United States' population 16 and older, pursue wildlife-related recreation, which supports 480,000 American jobs.

Following two initial Secretarial Orders issued on his first day, Secretary Zinke issued Secretarial Order 3356 in September, 2017, to further expand public access to lands and waters administered by the DOI, for hunting, fishing, recreational shooting, and other forms of outdoor recreation. In addition, this Order gave greater priority to recruiting and retaining sportsmen and women conservationists, with an emphasis on engaging youth, veterans, minorities, and underserved communities that traditionally have low participation in outdoor recreation activities.

STRATEGY #1: Promote hunting, fishing, and other recreation on DOI lands and waters

There are 372 National Wildlife Refuges and wetland management districts open to hunting and 308 refuges and wetland management districts open to fishing. As practiced on refuges, hunting and fishing do not pose a threat to wildlife populations, and in some instances, are actually necessary for sound wildlife management. For example, deer populations will often grow too large for the refuge habitat to support. If some of the deer are not harvested, they destroy habitat for themselves and other animals and die from starvation or disease. The harvesting of wildlife on refuges is carefully regulated to ensure an appropriate balance between population levels and wildlife habitat. The FWS National Fish Hatcheries continue to be a valuable tool in managing fisheries providing recreation opportunities to America's 36 million anglers who spend \$46 billion annually in pursuit of their favored pastime.

There are 76 areas managed by the National Park Service that permit hunting. A total of 51,097,000 acres managed by the NPS are open to hunting at various times during the year, representing approximately 60% of the total acreage of the NPS system. The Bureau of Land Management estimates that over 95 percent of the nearly 250 million acres of BLM-managed public lands are open to hunting.

The recreation areas developed as a result of Bureau of Reclamation water projects are among the Nation's most popular for water-based outdoor recreation. There are 289 Reclamation project areas that have developed recreation facilities and opportunities available for public use. Reclamation has approximately 6.5 million acres of land and water, most of which is available for public outdoor recreation. The 187 developed recreation areas managed by Reclamation or a non-Federal recreation partner draw over 24 million visits annually. The 187 developed recreation areas provide 549 campgrounds, 454 boat launch ramps, and more than 5,500 miles of shoreline.

Bureaus	Key Performance Indicators	2022 Goal
FWS	Number of National Wildlife Refuge acres newly opened to hunting and fishing	250,000
BLM	Number of legal public access transactions completed that facilitate open access to recreation opportunities	20
BLM	Number of newly installed campsites, restrooms, and other facilities that promote public access to BLM-managed public lands	30
BLM, BOR, FWS	Number of individuals participating in outdoor recreation activities at special events	5,420,000

GOAL #2: Enhance public satisfaction at DOI sites

Visitor satisfaction with the quality of experiences on public lands remains very high. Collectively, satisfaction is above 90 percent for the bureaus providing recreation services, e.g., interpretive programs, visitor centers, camping, fishing, hiking, horseback riding, boating, off-highway vehicle driving, wildlife viewing, photography, and climbing. Satisfaction with recreation services provided through facilitated programs remains very high – also above 90 percent.

STRATEGY #1: Enhance the enjoyment and appreciation of our natural and cultural heritage

Survey results show that a sizeable percentage of visitors are satisfied with their experiences at parks, refuges and other public lands. Competition from other forms of entertainment pose challenges to the DOI in its quest to ensure that all Americans understand, appreciate and enjoy the special places protected by the national parks, wildlife refuges and BLM lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of visitors satisfied with the quality of the experience	95%
BLM, NPS	Percent of visitors satisfied with facilitated programs	94%

MISSION AREA 4 Fulfilling Our Trust and Insular Responsibilities

The DOI upholds the Federal government's unique trust responsibilities by fostering the government-to-government relationships between the Federal government and federally recognized Tribes, and by providing services to individual American Indians, and Alaskan Natives. The U.S. also has important relationships with the affiliated insular areas including the Territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. The DOI administers and oversees Federal Assistance to the three Freely Associated States: The Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau.

GOAL #1: Support tribal self-determination, self-governance, and sovereignty

The DOI is strengthening the nation-to-nation relationship between the Federal Government and tribal nations because self-determination, sovereignty, self-government, and self-reliance are the tools that will enable tribal nations to shape their own destiny. Tribes have also assumed an expanded role in the operation of Indian programs through Public Law 93-638 contracting. Tribes contract with the Federal Government to operate programs serving their tribal members and other eligible persons.

STRATEGY #1: Support self-governance and self-determination

Self-Governance: Under a self-governance compact, a tribe takes over most or all operations affecting that tribe. The Indian Affairs' Office of Self-Governance (OSG) implements the Tribal Self Governance Act of 1994 by developing and implementing regulations, policies, and guidance in support of self-governance initiatives. Indian Affairs advocates for the transfer of Federal programmatic authorities and resources to tribal governments and supports tribal sovereignty and an expanded role in the operation of Indian programs. The program work includes negotiating annual funding agreements with eligible tribes and consortia, and resolving issues identified in financial and program audits of self-governance operations.

Self-Determination: Under a self-determination contract, a tribe contracts with BIA to take over operation of a program formerly delivered by BIA employees. The funds BIA previously used to run the program transfer to the tribe. Self-determination typically is a program-by-program decision. The Indian Self-Determination Program within BIA works to further American Indian tribes' exercise of self-determination and conducts oversight of self-determination contracts and grants.

Bureaus	Key Performance Indicators	2022 Goal
AS-IA	Percent of Self-Governance Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	99%
BIA	Percent of Self-Determination Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	91%
AS-IA	Percent of P.L. 93-638 contracts with clean audits	90%

GOAL #2: Fulfill fiduciary trust

The DOI has ongoing responsibilities to ensure that trust and restricted Federal Indian-owned lands are managed effectively and to accurately account for revenues and disbursements in a timely and efficient manner. The Office of the Special Trustee for American Indians and the Bureau of Indian Affairs oversee fiduciary trust activities. The DOI assists American Indian and Alaska Native communities in developing capabilities needed to strengthen their communities and maintain economic self-sufficiency. Efforts such as reducing fractionation of Indian lands and developing conservation and resource management plans help tribes maximize economic benefits of their lands. Securing unsubsidized employment reduces dependency on Federal subsidized programs such as childcare assistance, food stamps, and welfare.

Trust assets are crucial to the financial well-being of individual Indian beneficiaries and key components in the economies of tribes. As such, these assets must be managed with great care, paying attention that all financial transactions are completed accurately and as quickly as possible. Since passage of the American Indian Trust Fund Management Reform of 1994, the trust accounts managed by OST are balanced to the penny on a daily basis. OST has also incorporated industry-standard practices, such as a lockbox facility, to shorten the time between the payment of a lease and deposit of those funds into a trust account. For Fiscal Years (FY) 2013 through 2017, OST has received a "clean" audit opinion for Individual Indian Monies (IIM) accounts, attesting to its professionalism in managing these assets. Despite this proven record of success, OST retains a commitment to continual reform, looking for more ways to improve its service to individual Indians and tribes.

The Bureau of Indian Education (BIE) helps provide quality education opportunities starting in early childhood in accordance with tribally identified strategies and needs that contribute to the social well-being of the community and sustain Indian cultures. Tribes directly operate 150 of the 183 BIE funded schools through self-determination contracts and Tribally Controlled Schools Act grants.

STRATEGY #1: Ensure accurate and timely management of fiduciary trust assets

In its effort to promote the fulfillment of fiduciary trust processes, the DOI assists Indian tribes in developing capacity and infrastructure needed to attain economic self-sufficiency on reservations to enhance their quality of life. One critical path is economic development and job creation. The BIA coordinates development of comprehensive tribal programs with the Departments of Labor and Health and Human Services. The DOI offers programs and financial services that encourage start-ups and help position Indian businesses and individuals to compete in today's economy.

Bureaus	Key Performance Indicators	2022 Goal
BIA	Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training programs for tribes submitting P.L. 102-477 related reports	\$10.82
BIA	Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations	98%

BIA	Increase in the percentage of submitted land-into-trust applications with determinations (Fee to Trust)	40%
OST	Percent of financial information initially processed accurately in trust beneficiaries' accounts.	99%
OST	Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt.	99%
OST	Percent of timeliness of financial account information provided to trust beneficiaries.	100%

STRATEGY #2: Strengthen Indian Education

Improving performance in BIE schools is a challenge the DOI is addressing through initiatives aimed at increasing student achievement. Students at BIE-funded schools receive a culturally relevant, high-quality education that prepares them with the knowledge, skills, and behaviors needed to flourish in the opportunities of tomorrow, become healthy and successful individuals, and lead their communities and sovereign nations to a thriving future that preserves their unique cultural identities.

Bureaus	Key Performance Indicators	2022 Goal
BIE	Percent of students attending BIE-funded schools completing high school with a regular diploma within four years of their 9 th grade entry date	69%

GOAL #3: Strengthen economic and health capacities in the US Territories, and fulfill US compact obligations to the freely associated states

The DOI supports the U.S. Territories and Freely Associated States (FAS) through the Office of Insular Affairs (OIA) under the Assistant Secretary for Insular and International Affairs. The U.S.-affiliated insular areas are: the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. Residents of these U.S. territories are U.S. citizens or nationals. The DOI also administers and oversees Federal assistance provided to the three Freely Associated States: the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. The Assistant Secretary Insular and International Affairs and the Office of Insular Affairs carry out these responsibilities on behalf of the Secretary.

STRATEGY #1: Bolster Healthcare Capacity

The Territories and FAS experience significant healthcare challenges. The DOI along with other partners, such as the Department of Health and Human Services (HHS), will work with insular area partners to improve the quality of healthcare across the insular areas. The DOI will make investments to implement corrective action plans which address chronic operational and facility shortcomings at territorial hospitals, which serve their U.S. citizens and nationals, with a focus on those identified by the HHS/Centers for Medicare/Medicaid (CMS) and local elected officials. Additional investments will be made to combat non-communicable and communicable diseases impacting the Pacific and Caribbean islands such as obesity, diabetes, and tuberculosis.

Offices	Key Performance Indicators	2022 Goal
OIA	Percent of Community Water Systems (CWS) that receive health based violations notices from the US Environmental Protection Agency	9%
OIA	Number of new and relapse tuberculosis cases occurring during the calendar year on the islands (per 1,000 people in the population)	1
OIA	Percent of patients with newly diagnosed tuberculosis disease for whom 12 months or less of treatment is indicated, who complete treatment within 12 months	95%
OIA	Infant mortality rate per 1,000 live births (number of deaths to infants from birth through 1 year of age per number of live births)	6

STRATEGY #2: Strengthen Island Economies

Strong local economies provide employment and a viable tax base for citizens in the Insular Areas. The DOI will assist the insular areas to strengthen their economies through strategic investments in infrastructure, public services and technical assistance which will attract and retain private sector investment. The DOI will promote policies and improve Federal coordination on issues impacting insular economies.

Capital investments will be made in basic utilities, hospitals, schools, ports, tourist areas, telecommunications and roads as they create the backbone for increased economic activity. Pursuing renewable energy strategies lessens dependence on oil imports and provides more reliable and affordable energy.

Stable economies and fiscally prudent insular governments foster a more hospitable climate for investment in the islands. Technical assistance will be provided to equip the insular areas with the statistical and management information necessary for informed leadership decision making, expert consultants to effectively improve insular government financial policies and procedures, and strong financial management systems along with technical planning abilities.

The DOI will help create economic opportunity by forging partnerships that bolster tourism and attract industry by promoting the unique island cultures, natural resources, and by preparing the next generation of business leaders. Key indicators of OIA's effectiveness include the following:

Average per capita Gross Domestic Product (GDP): In the four U.S. Territories (Guam, US Virgin Islands, American Samoa, and Commonwealth of the Northern Mariana Islands (CNMI)) for which it is measured, GDP remains a fraction of that for other U.S. citizens in the states. OIA provides technical assistance to the insular areas to assist with economic development planning and execution and supports local planning and education activities related to tourism, agriculture, and aquaculture. In addition, OIA funds infrastructure projects related to economic development, such as fiber optic connectivity, port improvements and renovations to tourist districts.

Cost of electricity: Without indigenous fossil fuels, insular areas face great challenges in achieving reliable, affordable, and secure energy, which can have severe economic effects on the island communities. These areas depend almost entirely on imported petroleum products for energy. The residential cost per kilowatt hour for power in the territories directly impacts the quality of life in

the insular areas and remains over three times higher than the national average. To try to address high electricity costs, the Office of Insular Affairs (OIA) contracts with the Department of Energy’s National Renewable Energy Laboratory (NREL) to engage territories and provide energy efficiency and renewable energy assessments, help develop strategic energy plans, and provide technical assistance in reviewing and implementing alternative energy projects. The OIA, through its Empowering Insular Communities grant program, continues to provide funding for the highest priority projects identified in the energy plans including photovoltaic, wind and geothermal development projects, as well as assuring traditional energy plants continue operating.

Offices	Key Performance Indicators	2022 Goal
OIA	Difference in the mean GDP per capita in the 4 US territories compared to the mean GDP per capita in the US	60%
OIA	Difference in the residential cost per kilowatt hour for power from the national average	2X

STRATEGY #3: Fulfill US Compact Obligations

In coordination with the State Department, the DOI will implement compact obligations with three U.S.-affiliated Freely Associated States (FAS): the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau (Palau). The DOI will make direct grants to the FSM and RMI under their amended Compacts to provide assistance in six sectors: education, health care, infrastructure, public sector capacity building, private sector development, and environment. The DOI will also continue to support U.S. compact obligations to Palau.

Offices	Key Performance Indicators	2022 Goal
OIA	Ratio of FAS private sector jobs versus total FAS employment	55%
OIA	Ratio of FAS public sector jobs versus total FAS Employment	45%
OIA	Percent of FAS employment attributable to OIA Grants and Programs	30%
OIA	Percent of FAS employee compensation attributable to OIA grants and programs	25%
OIA	Average FAS private sector wage rate as a percentage of average FAS central government wage rate	45%

MISSION AREA 5 Protecting Our People and the Border

Inherent in DOI's management responsibilities of the public lands is the requirement to protect employees and visitors. Ensuring employee and public safety is complex and requires the resources of multiple bureaus and offices covering four disciplines – law enforcement, emergency management, wildland fire, and natural hazards science. The DOI's Law Enforcement Program has the third largest contingent of Federal law enforcement officers in the Executive Branch. Depending on the season, approximately 3,500-4,000 law enforcement officers, rangers, and other employees patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities and protect people, as well as natural, cultural, and heritage resources from illegal activities. Wildland fires potentially endanger lives and property. The Office of Wildland Fire (OWF) coordinates among the DOI's land management bureaus and the US Forest Service to safely, efficiently, and effectively prevent, respond to, and manage the impacts of wildfires. The USGS also protects lives by monitoring and warning of natural hazards such as earthquakes, volcanoes, landslides, and environmental health hazards.

The DOI has land on both the Canadian and Mexican borders, and a presence in the Pacific that exposes Americans to risks from Asia. The Administration is presently emphasizing securing our southern border with Mexico to better protect our country. The DOI has a considerable amount of land that borders Mexico. As such, the DOI's law enforcement officers work in partnership with the US Customs and Border Patrol, Immigration and Customs Enforcement, Drug Enforcement Agency, and tribal, state and local governments to address the flow of illegal immigration, gun and drug trafficking, and to mitigate the impacts associated with these activities, which affect DOI lands and our community partners. In addition, OWF shares wildfire management responsibilities with Mexico along the southern border.

GOAL 1: Ensure emergency preparedness & DOI law enforcement staffing addresses public safety risks

The DOI places a high priority on safety, security, and preparedness, and will uphold its responsibilities for protecting lives, resources, and property through a wide variety of program areas, including law enforcement, health and safety, security, and emergency management. The DOI's preference is to achieve public and visitor compliance with applicable laws and regulations by using techniques that are not confrontational and are designed to elicit voluntary as opposed to coerced compliance.

STRATEGY #1: Ensure public safety on our lands

The Office of Law Enforcement and Security (OLES) provides program direction and oversight on law enforcement policy, border security, drug enforcement, training at the national academy, internal affairs, victims assistance, program compliance, and inspections as well as emergency deployment of DOI law enforcement resources. The Office coordinates with other Federal, state and local agencies (including the Department of Homeland Security, Federal Bureau of Investigation (FBI), and Central Intelligence Agency) on law enforcement and security issues, including infrastructure on the Outer Continental Shelf, the Trans-Alaska pipeline, and gas transmission lines.

To help ensure effective protection of people on DOI lands, each bureau will determine the effective level and distribution of law enforcement staffing for each of its programs on a unit-by-unit basis. The effective level and distribution of staffing needs is dependent on the differing

conditions, levels of risk, and populations served in each unit, captured through a staffing model developed and monitored by each bureau. The DOI's bureaus will engage in developing these staffing models, to determine on a program basis the effective levels of law enforcement staffing that are needed across its units, evaluate the actual level of law enforcement staffing that presently exists, and develop recommendations for better ensuring the effective level of staffing for protecting the people in each unit.

The DOI will strengthen law enforcement in Indian Country by putting more officers on the streets, bolstering tribal courts, and helping fight violent crime and drug abuse. Tribal justice systems are an essential part of tribal governments, which interface with BIA and tribal law enforcement activities. Congress and the Federal courts have repeatedly recognized tribal justice systems as the appropriate forums for adjudicating disputes and minor criminal activity within Indian Country. It is important that the BIA and tribal law enforcement activities complement the operations of the tribal courts to ensure that justice in the tribal forums is administered effectively.

Bureaus	Key Performance Indicators	2022 Goal
OLES	Percent of DOI law enforcement agencies with a current law enforcement staffing plan	100%
BIA	Percent of criminal offenses solved by arrest (Part 1 Offense Clearance Rate)	44%

Strategy 2: Prepare DOI to respond to and recover from emergencies and incidents

The Office of Emergency Management (OEM) promotes all-hazard preparedness and response; ensures continuity of the DOI to perform essential functions during catastrophic events; and assists communities during imminent threats. Collectively, the DOI supports the five National Planning Frameworks (Protection, Prevention, Mitigation, Response, and Recovery) and their related five Federal Interagency Operational Plans, the National Incident Management System, and the National Oil and Hazardous Substances Pollution Contingency Plan while continuing the DOI's mission to protect natural and cultural resources. The DOI's All-Hazards Baseline Operational Plan provides the baseline guidance for how the Department prepares for and responds to emergencies, regardless of type or cause. The OEM leads coordination and information sharing for emergency management regarding communications, public health, environmental health, wildlife health, integrated pest management, invasive species, and occupational safety and health across the DOI's bureaus and offices.

Offices	Key Performance Indicator	2022 Goal
PEM	Average Interior Readiness (I-READ) Index score for emergency preparedness across DOI Bureaus/Offices	91.0%

GOAL 2: Support securing our southern continental US border

The DOI manages 41% of the southwest border of the continental United States. The DOI's managers in the field are daily faced with tough decisions on how to best utilize their law

enforcement assets. An integrated government approach is essential to effectively securing the border and supporting the construction of a physical barrier where needed. Through partnering, federal, state, tribal, and local law enforcement agencies working in proximity to each other have been able to address critical issues like illegal immigration and marijuana smuggling.

STRATEGY #1: Support securing our southern continental US border

The DOI’s goal is to increase collaboration among the agencies operating along the border to better understand each other’s mission, share resources, and coordinate efforts. This is accomplished by routine interagency coordination, participating in local Border Management Task Force (BMTF) meetings, interagency training, an annual interagency border forum, and law enforcement specific operations.

The US Border Patrol is the main federal agency responsible for patrolling DOI lands adjacent to the US/Mexican Border. The DOI’s goal is to work with US Border Patrol to decrease illegal immigration on DOI managed public lands through collaborative efforts with partnering agencies.

Bureaus	Key Performance Indicators	2022 Goal
PMB/OLES	Number of apprehensions on DOI-managed lands	Reduced Annually

GOAL #3: Manage wildland fire to reduce risk and improve ecosystem and community resilience

The DOI, working with the Department of Agriculture, will improve the way that both agencies manage wildland fire by ensuring that fire management assets are used in the most efficient way possible. The DOI will work with state, local, tribal, and other partners to ensure a coordinated approach to wildland fire management that enables protection responsibilities to be exchanged and resources shared to improve operational efficiency and reduce management duplication. The DOI will continue to integrate science and technology into informing and supporting the firefighters with the appropriate training tools, resources and program support to enable them to work safely and effectively.

The DOI is developing new wildland fire management performance measures to better articulate and determine the efficacy of Department and Administration resources in achieving desired resource conditions that reduce the intensity, severity or negative effects of wildfire. As part of this effort, the Department has established a working group among the four DOI wildland fire bureaus, as well as the U.S. Forest Service, which will explore the feasibility of concepts and principles in wildfire risk mitigation, and examine the value of the strategic placement of fuels treatments as informed by a risk assessment and mitigation plan. This group will develop recommendations for a) establishing outcome-based targets, and b) annually evaluating the performance of the program in meeting the desired objectives of the National Cohesive Wildland Fire Management Strategy. When

completed, the DOI will incorporate the new performance measures into its strategic plan implementation.

STRATEGY #1: Integrate fire ecology, risk management, and collaboration to mitigate wildfire impacts

The Department’s Office of Wildland Fire coordinates programs and funding across four bureaus (BLM, FWS, NPS, and BIA) that manage wildland fire programs to implement the National Cohesive Wildland Fire Management Strategy, a science-based collaborative approach to mitigating wildfire risk. The DOI, in partnership with the Department of Agriculture’s Forest Service, is committed to the inclusive principles of providing safe and effective response to wildfires, promoting fire-adapted communities, and creating fire-resilient landscapes. The DOI strives to achieve a science-based and technically effective wildland fire management program that is integrated with natural resources programs.

Successful management in fire-adapted communities and landscapes depends on implementation of a broad-based, intergovernmental, collaborative, and national cohesive strategy to address the mounting challenges of escalating fire behavior, increased risk to responders, greater natural and cultural resource losses, and increased threats and losses to communities. The DOI is a lead agency in this collaborative approach with the Forest Service and other Federal, state, tribal, and local governments and stakeholders.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
OWF	Percent of DOI-managed landscape acres that are in desired condition as a result of fire management	36%
OWF	Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan	94%
OWF	Percent of wildfires on DOI-managed landscapes where the initial strategies fully succeeded during the initial response phase	97%

GOAL #4: Provide science to safeguard communities from natural hazards

The USGS helps protect public safety, public health, and property by effectively delivering natural hazards and environmental health science. The Nation’s emergency managers and public officials use USGS science to inform citizens of the potential risks these hazards pose to natural systems and the built environment, improve preparation and response activities, and protect the health of the public, which reduce the loss of life and property.

STRATEGY #1: Monitor and assess natural hazards risk and response planning

Responsibilities in natural hazards include the issuing of warnings and advisories for earthquakes, volcanic eruptions, landslides, and coastal erosion; informing warnings issued by other agencies for floods, tsunamis, and wildfires; providing timely information to emergency managers and response officials, the media, and the public to inform and educate communities during and between crises.

The USGS supports these activities by implementing 24x7 operations for seismic, volcanic, and geomagnetic monitoring efforts; maintaining an extensive national network of streamgages measuring rainfall, streamflow, stream height or lake levels; and developing the next generation of tools for rapid evaluation of hazards.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted natural hazards assessments of very high and high-threat regions of the Nation (Index)	4%
USGS	Percent completion of targeted landslide hazard research	8%
USGS	Percent completion of coastal and marine hazards and subsidence research (Index)	87%
USGS	Percent progress towards optimal monitoring capability for natural hazards situational awareness (Index)	52%
USGS	Percent of the National Streamflow Network (NSN) streamgages that are fully operational	88%

MISSION AREA 6 Modernizing Our Organization and Infrastructure for the Next 100 Years

The DOI is looking to better ensure effective operations and service delivery through coordinated organizational alignments in the field across bureaus and with other federal and nonfederal partners, and through putting a relatively larger fraction of our employees into the field to serve the public. Expediting environmental analysis and compliance, reducing the cost of space, collocating offices for more convenient public service and improved interagency coordination, and common regional boundaries are all being explored to help improve the DOI's infrastructure and related effectiveness.

GOAL #1: Align DOI organizational structure and workforce to improve partnership engagement and mission delivery

The DOI is reevaluating its organizational model to determine how to best achieve its mission of serving the American public, honoring our tribal and fiduciary trust responsibilities, and managing and protecting our land, water and natural resources for the next 100 years.

STRATEGY #1: Ensure effective alignment of DOI organizational structure in the field and with partners

The DOI intends to establish unified regional boundaries for its bureaus in 2018 and to further develop this approach in 2019. The goal is to improve overall operations, internal communications, customer service, and stakeholder engagement. Aligning geographic areas across the DOI will enhance coordination of resource decisions and policies and will simplify how citizens engage with the DOI.

Organizing bureaus with common geographic areas will allow for more integrated and better coordinated decision making across bureaus. Currently, the DOI's bureaus have more than 40 distinct regions, each with its own geographic boundaries. This complicates coordination and hampers the DOI's ability to get things done expeditiously. Having unified regions will help streamline operations and in doing so, provide better service to the American people. Bureaus within a region will focus on common issues, taking a comprehensive approach versus a bureau-centric approach. This culture shift will help us work better together to accomplish one vision. The new regional boundaries currently under discussion – and subject to modification – are expected to have minimal budgetary impact.

To improve customer service and reduce operational costs, sharing functions at field locations has already begun. For a number of years, the Department of the Interior and Department of Agriculture's US Forest Service (USFS) have pooled resources, conducted joint projects, and shared services under Service First agreements where field locations are in close proximity to each other. Service First authority promotes partnering across agency boundaries to develop joint solutions to common problems and to address federal land management issues in an integrated way.

STRATEGY #2: Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts

The DOI is committed to managing America's vast natural and cultural resources with a 70,000-strong and 350 occupation-plus workforce that exemplifies high performance, customer service and

accountability. Historically, it has been difficult to attract certain DOI employees or recruits in certain occupations to positions in headquarters, or even to regional offices, because many of our employees enjoy living in relatively rural areas and because the cost of living is so much higher in large cities. Moving a larger fraction of our staff of some bureaus to relatively more rural and considerably less expensive areas in the West might therefore both reduce payroll cost because fewer employees would receive locality pay, and improve employee retention.

To facilitate strategic human capital planning, the Department has put in place hiring controls to emphasize new hiring for field-related positions rather than administrative and support positions in the Washington, D.C., and Denver, Colorado metropolitan areas.

The DOI will leverage automation to improve employee performance and training opportunities, and examine additional data to determine if operational efficiencies can be gained while minimizing redundancies under the current organizational design.

Data to be analyzed include:

- Federal Employee Viewpoint Survey (*e.g.*, employee engagement)
- Geographic Representation of Bureau Mission Critical Occupations
- Geographic Representation of Administrative and Support Services
- Customer Service data
- Benchmarking cost allocations for administrative and support functions
- DOI Human Capital Framework Evaluations
- Accountability drivers on performance, labor management, EEO, etc.
- Bureau plans in response to the Department-wide Workplace Environment Survey

Offices	Key Performance Indicator	2022 Goal
PHR	Employee engagement index for DOI in the Federal Employee Viewpoint Survey	75%
PHR	DOI’s ranking among large agencies in the Partnership for Public Services’ Best Places to Work report	1

GOAL #2: Reduce administrative and regulatory burden

Executive Order 13771, Reducing Regulation and Controlling Regulatory Costs, directed agencies to “manage the costs associated with the governmental imposition of private expenditures required to comply with Federal regulations.” The DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to the public, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient.

STRATEGY #1: Evaluate and improve the net benefits of regulatory reform initiatives and policies, and identify regulations for repeal, replacement, or modification

On February 24, 2017, President Trump signed Executive Order 13777 entitled, “Enforcing the Regulatory Reform Agenda” to alleviate unnecessary regulatory burdens placed on the American people. The Executive Order established a Regulatory Reform Officer (RRO) for each agency and a Regulatory Reform Task Force. The efforts of the RRO and the task force will help identify

regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The costs of the regulatory and deregulatory actions are measured as the opportunity costs or cost savings to society, as defined in OMB Circular A-4 (i.e. the values reported are the cumulative net savings from deregulatory actions and costs of newly required regulatory actions over multiple years starting in FY 2017). In 2017, the DOI achieved cumulative net savings of \$1.15B (net present value) from its deregulatory actions. Goals for subsequent years will be established as the DOI completes its review of target regulations.

Office	Key Performance Indicator	2022 Goal
DOI	Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions (including costs or cost savings carried over from previous fiscal years)	TBD
DOI	Number of EO 13771 regulatory actions issued.	TBD
DOI	Number of EO 13771 deregulatory actions issued.	TBD

STRATEGY #2: Improve transparency and timeliness of the infrastructure permitting process

As outlined in the President’s Executive Order “Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure,” and the corresponding Secretarial Order 3355, a significant opportunity exists for agencies to streamline and collaborate on National Environmental Protection Act (NEPA) compliance efforts. The DOI believes this can best be achieved through a unified regional structure adopted across the DOI which focuses on the intersecting issues within the same geographical boundaries.

The DOI is also establishing an Executive Committee for Expedited Permitting (ECEP) to expedite the responsible leasing and permitting of energy and mineral production. More specifically, this involves, but is not limited to, the processing of Applications for Permit to Drill (APD), Expressions of Interest (EOI), coal leasing actions, Right-of-Way (ROW) applications, and harmonization of appurtenant environmental reviews.

Office	Key Performance Indicator	2022 Goal
DOI	<i>Cross-Agency Priority Goal metric on improving infrastructure permitting to be added</i>	
BLM	Average amount of time (in days) to process and administratively complete Applications for Permit to Drill	90 days
BLM	Average amount of time (in months) to issue a decision on major right-of-way applications	48 months
BLM	Average amount of time (in days) to process and administratively complete a grazing permit	390 days
FWS	Percent of formal Endangered Species Act Section 7 consultations addressed in a timely manner	100%

GOAL #3: Prioritize DOI infrastructure needs and reduce deferred maintenance backlog

Real property assets are integral to the success of Interior's mission. DOI's real property inventory includes approximately 43,000 buildings and 80,000 structures across six major land-holding bureaus, with a replacement value of approximately \$300 billion. DOI manages the full life-cycle requirements of nearly every type of constructed asset found, including visitor centers, dams, schools, health clinics, power generating facilities, housing, hotels, fire stations, campgrounds, roads, water and wastewater treatment plants, offices, and more. Many of these assets have historic or cultural significance that not only support the DOI's mission, but are important to our Nation's heritage.

STRATEGY #1: Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery

The DOI's goal is to balance mission delivery demands with adequate investments in operations and maintenance to sustain the portfolio in an appropriate condition befitting of our role as America's stewards. Appropriately maintained assets enable the DOI to accomplish habitat and resource management, provide outdoor recreation activities, deliver water, fulfill trust and treaty responsibilities, and provide critical economic inputs and job creation for local communities. Adequately constructed and maintained Federal real property supports healthy habitats and populations, availability of safe and reliable public use opportunities, and robust local economies.

A significant factor impacting a sustainable portfolio of constructed assets is DOI's aging infrastructure. Many assets already exceed original design life, and this trend of aging infrastructure continues to threaten mission delivery. Prioritizing repairs on a portfolio scale will ensure the assets condition is maintained at an acceptable level. Effective management of deferred maintenance is a Departmental priority to ensure completion of needed repairs and prevent further deterioration and unsafe conditions. The DOI prioritizes addressing deferred maintenance/repair needs for mission critical activities. Furthermore, proactive maintenance, replacement of components and colocation of programs and staff in owned facilities will help to reduce future costs.

The DOI conserves the Nation's cultural and heritage sites that reflect a rich and diverse history. The DOI safeguards our heritage for the generations that follow, to better understand our country and learn from our past. Many challenges exist in protecting and maintaining historic and archeological sites, especially with the impacts of weather on fragile sites and structures. Sites are exposed to changing weather conditions that cause damage and deterioration of the structures and sites and some locations are vandalized or accidentally damaged by visitors to federal lands.

The Road Construction Program maintains and operates the 29,000 miles of BIA-owned roads and bridges. These roads and bridges serve as the primary access points to tribal communities, without which critical resources and services would not reach tribal members.

The DOI will continue to improve and provide safe, functional, energy efficient, and universally accessible BIA facilities. The DOI is allocating funds to improve its Bureau of Indian Education (BIE) funded schools, and improve the learning environment of BIE students.

Agency Priority Performance Goal: By September 30, 2019, the Department of the Interior will improve the condition of its priority real property assets such that 82% are in the desired state of acceptable condition.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
PAM	Percent of priority assets in acceptable condition (i.e. meet investment objective)	84%
PAM	Amount of priority deferred maintenance (repair) needs/activities addressed (i.e. completed for that year)	\$1.2 billion
NPS	Value of NPS deferred maintenance work orders closed (\$000)	TBD
BIA, BLM, FWS, NPS	Percent of historic structures on DOI inventory in good condition	57%
BIA, BLM, BOR, FWS, NPS	Percent of museum collections on DOI inventory in good condition	59%
BIA, BLM, FWS, NPS	Percent of archaeological sites on DOI inventory in good condition	67%
BOR	Maintain a completion rate of 95% for Safety of Dam recommendations	95%
BIA	Percent of miles of BIA road in acceptable condition based on the Service Level Index	14%
BIA	Percent of BIA bridges in acceptable condition based on the Service Level Index	69%
BIE	Percent of students in BIE school facilities that are in acceptable condition as measured by the Facilities Condition Index	67%

STRATEGY #2: Provide dependable and efficient information technology

Information Management and Technology (IMT) provides modern and secure technology solutions to advance the DOI's ability to deliver programs and services to the public and our customers. To do so, the DOI must protect its critical information assets from cyber exploitation and attack to ensure that employees and the public can rely on the confidentiality, integrity, and availability of the DOI's data and information systems. The DOI is implementing advanced technologies that will increase visibility into its IMT environment, improve protections around our high-value information assets, and empower its workforce to better detect, respond, and recover from cyber-attacks and breaches. With a more secure computing environment in place, its employees can more easily obtain the tools and data they need to perform the mission securely efficiently and effectively, anywhere and anytime.

The DOI will continue to deploy and mature Continuous Diagnostics and Mitigation (CDM) capabilities that help to fortify its networks and systems. These capabilities provide the DOI with tools necessary to better identify cybersecurity risks on an ongoing basis, prioritize these risks based upon potential impacts, and enable cybersecurity personnel to mitigate the most significant

problems first. Achieving the performance objectives will enable the DOI to meet the requirements of Presidential Executive Order 13800, “Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.” The DOI has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover.

The DOI is working collaboratively with its user community to understand operational needs better in the field, resulting in expanding network capabilities to improve connectivity in remote areas so employees can be as productive as possible. To improve collaboration, the DOI will enhance its Geospatial Platform capabilities, which is an internet-based tool for sharing trusted geospatial data with the public, government agencies, and partners to meet their mission needs. The DOI will also seek to deliver improved services at a lower cost by consolidating and standardizing IT services and systems, including consolidating and optimizing its data center and network operations and standardizing security, customer support, and administrative functions.

Offices	Key Performance Indicator	2022 Goal
PIO	Percent of unclassified network hardware and software assets appropriately authorized and managed	95%
PIO	Percent completion of DOI’s Federal Information Technology Acquisition Reform Act (FITARA) Implementation Plan	100%

APPENDIX A – ACRONYMS

APD	Application for Permit to Drill	I-READ	Interior Readiness (index)
APIPA	Association of Pacific Island Public Auditors	LHP	Landslide Hazard Program
APP	Annual Performance Plan	LIDAR	Light Detection And Ranging
APP&R	Annual Performance Plan and Report	LTRO	Land Title and Records Office
APR	Annual Performance Report	MMBF	Million Board Feet
ARPA	Archeological Resources Protection Act	MR&R	Major Rehabilitations and Replacements
AS-IA	Assistant Secretary for Indian Affairs	MRP	Mineral Resource Program
AS-IN	Assistant Secretary for Insular Affairs	MTS	Mineral Tracking System
AS-PMB	Assistant Secretary for Policy, Management, and Budget	NAGPRA	Native American Graves Protection and Repatriation Act
BIA	Bureau of Indian Affairs	NAWQA	National Water Quality Assessment Program
BIE	Bureau of Indian Education	NCGMP	National Geologic Map Database
BLM	Bureau of Land Management	NEPA	National Environmental Policy Act
BOEM	Bureau of Ocean Energy Management	NFHS	National Fish Hatchery System
BOR	Bureau of Reclamation	NHPA	National Historic Preservation Act
BSEE	Bureau of Safety and Environmental Enforcement	NIBRS	National Incident Based Reporting System
		NIMS	National Incident Management System
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act	NLCD	National Land Cover Database
CFR	Code of Federal Regulations	NOAA	National Oceanic and Atmospheric Administration
CFS	Cubic Foot per Second	NPS	National Park Service
CNMI	Commonwealth of the Northern Mariana Islands	NWRS	National Wildlife Refuge System
CWS	Community Water Systems	O&C	Oregon and California
DOI	Department of the Interior	O&M	Operations and Maintenance
EHP	Earthquake Hazard Program	OCS	Outer Continental Shelf
EPA	Environmental Protection Agency	OEPC	Office of Environmental Policy and Compliance
ERP	Energy Resource Program	OIA	Office of Insular Affairs
FASS-CMS	Financial Assistance and Social Services – Case Management System	OIG	Office of the Inspector General
FCI	Facilities Condition Index	OJS	Office of Justice Services
FRPP	Federal Real Property Profile	OLES	Office of Law Enforcement and Security
FRR	Facility Reliability Rating	OMB	Office of Management and Budget
FWS	Fish and Wildlife Service	OSG	Office of Self-Governance
GAO	Government Accountability Office	OSMRE	Office of Surface Mining Reclamation and Enforcement
GDP	Gross Domestic Product	OST	Office of Special Trustee
GIS	Geographic Information System	ONRR	Office of Natural Resources Revenue
GPRA	Government Performance Results Act	OPM	Office of Personnel Management
GPS	Geospatial Positioning System	OWF	Office of Wildland Fire
HHS	Department of Health and Human Services	PAM	Office of Acquisitions and Property Management
HMA	Herd Management Area		
HPPG	High Priority Performance Goal	PEM	Office of Emergency Management
ICWA	Indian Child Welfare Act	PEP	Office of Environmental Policy and Compliance
IGFOA	Island Government Finance Officers' Association	PFM	Office of Financial Management
		PHR	Office of Human Resources
IIM	Individual Indian Money	PIO	Office of the Chief Information Officer
ILCO	Indian Land Consolidation Office	ROW	Right of Way
ILCP	Indian Land Consolidation Program	SMART	Sustain and Manage America's Resources for Tomorrow

IMARS	Incident Management Analysis Reporting System		
SMCRA	Surface Mining Control and Reclamation Act of 1977		
STEM	Science, Technology, Engineering and Mathematics		
T&E	Threatened and Endangered		
TFAS	Trust Financial Accounting System		
USDA	U.S. Department of Agriculture		
USGS	U.S. Geological Survey		
VHP	Volcano Hazard Program		
WUI	Wildland-Urban Interface		

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3.1 What is the purpose of this chapter? The purpose of this chapter is to ensure that all Service personnel are aware of current Alternative Dispute Resolution guidelines and the procedures we use for mediating Equal Employment Opportunity (EEO) cases.

3.2 What are the objectives of this chapter? The objective of this chapter is to provide Servicewide procedural guidelines for processing EEO cases when the Alternative Dispute Resolution process is appropriate.

3.3 What is the Alternative Dispute Resolution (ADR) policy? We adopted the ADR process to expedite the processing and resolution of EEO complaints.

A. ADR attempts to enhance the pre-complaint process by providing maximum participation of managers, supervisors, and the aggrieved in resolving employment matters through mediation at the earliest stage of the complaint process.

B. To meet ADR goals, we use professional mediation services by tapping into a roster of qualified in-house conflict management and dispute resolution practitioners certified to provide conflict management and ADR assistance to employees and managers. We may also use contractual agreements with other Government agencies to provide ADR.

3.4 What are the authorities for this chapter? You can find the authorities for all the chapters in Part 061 in 061 FW 1.

3.5 Who is responsible for the Alternative Dispute Resolution Process?

A. The Chief, Branch of Equal Opportunity and Diversity (Bureau EEO Officer):

(1) Provides information on the Conflict Resolution (CORE) PLUS program to Service EEO specialists and counselors.

(2) Provides technical advice or assistance to CORE PLUS Neutrals and reviews agreement proposals as needed. CORE PLUS Neutrals are conflict resolution practitioners.

B. EEO Counselors:

(1) Explain the Service's ADR procedures to aggrieved persons and to managers who are willing to reach resolutions to complaints.

(2) Coordinate with both parties and the mediator to refer the dispute to the mediator for mediation. If mediation is not successful, the EEO Counselor issues a Notice of Final Interview (29 CFR 1614).

C. Mediator. During mediation, the mediator is a neutral third-party who may use a variety of means to facilitate resolution of the conflict between the parties. During mediation, the mediator encourages the complainant or his or her representative and the involved management officials to:

(1) Clear up misunderstandings,

(2) Determine underlying interests and concerns,

(3) Find areas of agreement, and

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(4) Incorporate the areas of agreement into solutions (or mediated settlement) devised by and acceptable to the concerned parties.

D. Aggrieved Person and his or her Representative. The role of the aggrieved person is to cooperate with the mediator in developing and presenting information relevant to the allegations and recommending solutions.

(1) The aggrieved person may have a representative present to participate in the process.

(2) The representative serves as an advisor to the aggrieved person only.

(a) Since this is an administrative process, the representative may not actively participate in the mediation by cross examining, arguing, or presenting the aggrieved person's case.

(b) During the joint mediation meeting, the representative may only direct his/her remarks/comments to the aggrieved person.

(c) The representative may speak to the mediator on behalf of the aggrieved person during the separate caucus meetings.

3.6 Why does the Service use Alternative Dispute Resolution? We use the ADR process to:

A. Provide more efficient and effective options for resolution during the informal EEO complaint process to all parties involved.

B. Reduce the number of formal complaints by increasing the number of complaints/disputes resolved at the pre-complaint stage.

C. Reduce the average processing time of complaints.

D. Reduce the costs associated with processing complaints.

E. Increase active participation in problem-solving by involved parties, which reduces the number of future complaints.

F. Ensure better use of staff and resources.

G. Increase the confidence of employees and managers in the Service EEO process.

H. Enhance the overall morale and cooperation of employees, supervisors, and managers.

I. Create a work environment with open communication, access to information, and effective problem-solving.

J. Enhance the EEO counseling program by introducing a forum that provides maximum participation of managers, supervisors, and employees in resolving employment matters through mediation at the earliest stage of the complaint process.

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K. Attempt to prevent an often irreversible escalation of tensions.

3.7 What are the criteria for using the ADR Process? Unless we determine the issue is not appropriate or feasible for mediation, we will offer ADR to the aggrieved. See 5 U.S.C. 572(b) for examples of situations in which ADR may not be appropriate.

3.8 What issues does the Service exclude from using the ADR process?

A. We generally exclude the following issues from the ADR process:

- (1) Allegations of sexual harassment,
- (2) Class complaints,
- (3) Claims or complaints from applicants for employment, and
- (4) Allegations involving termination.

B. However, we may consider ADR for any issue if:

- (1) The parties agree to or request ADR, and
- (2) The Chief, Branch of Equal Opportunity and Diversity (Bureau EEO Officer) approves it.

3.9 What are the ADR procedures?

A. If we determine that the complaint meets the criteria of the program, the EEO Counselor explains and offers the program to the aggrieved person.

B. Participation by the aggrieved person is voluntary; if the aggrieved elects to participate in ADR, Service managers have a duty to cooperate in the ADR process.

C. If the aggrieved person elects to participate in the program, the pre-complaint processing period must be 90 days. The EEO Counselor must inform the Responding Management Official (RMO) of the aggrieved election, explain the ADR process to the RMO, identify a mediator, and coordinate the exchange of the parties' contact information with the mediator.

D. If mediation is not successful, the mediator must inform the EEO Counselor of the result. The EEO Counselor must issue the Notice of Final Interview and Right to File Complaint to the aggrieved.

E. If mediation is successful, the EEO Counselor must prepare a written resolution agreement consistent and in compliance with 061 FW 4. Upon approval, the aggrieved party and his or her representative, the Regional Director (or a management designee), and other appropriate officials must sign and date the agreement.

F. If the aggrieved person declines ADR or the issues are not within the program criteria, the matter is addressed using traditional pre-complaint counseling (29 CFR 1614).

3.10 Are negotiations for resolutions confidential? All matters discussed during ADR, excluding disclosure of criminal acts, violence, or threats of violence against a person, are confidential. Nothing

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said or done during attempts to resolve the complaint through ADR may become the subject of an EEO complaint.

3.11 What is the Service's settlement authority for ADR settlement agreements? The Assistant Director – Budget, Planning and Human Resources, in consultation with the appropriate officials in the Office of the Solicitor and the Regional office, reviews and approves or declines to approve all mediated settlements that convey any material benefit to the aggrieved/complainant prior to execution (see 061 FW 4).

3.12 What are the reporting requirements for ADR? The Branch of Equal Opportunity and Diversity must report ADR efforts and results as a part of the monthly and semi-annual reports described in 061 FW 1.


Acting Deputy
DIRECTOR

Date: 9/23/08



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Regional Director 1-8 *See Region Chart

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- Division of Budget & Technical Support Martha Balis-Larson (703)358-2314
- Division of Environmental Review Craig Aubrey (703)358-2442
- Division of Restoration & Recovery Vacant

- Division of Migratory Bird Management Vacant
- Division of Bird Habitat Conservation Sarah Mott (703)358-1910
- Office of Aviation Management Anthony Lascano 571-213-3021

- Division of Scientific Authority Rosemarie Gnam (703)358-2497
- Division of Management Authority Vacant
- Division of International Conservation Craig Hoover (703)358-2162

- Division of Policy & Programs Vacant
- Division of Financial Assistance Support and Oversight Scott Knight (703) 358-2237

- Division of Special Operations James Gale (404)679-7040
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- Division of Congressional & Legislative Affairs Marty Kodis (703)358-2241
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- Division of Partner & Intergovernmental Affairs Doug Hobbs (703)358-2336
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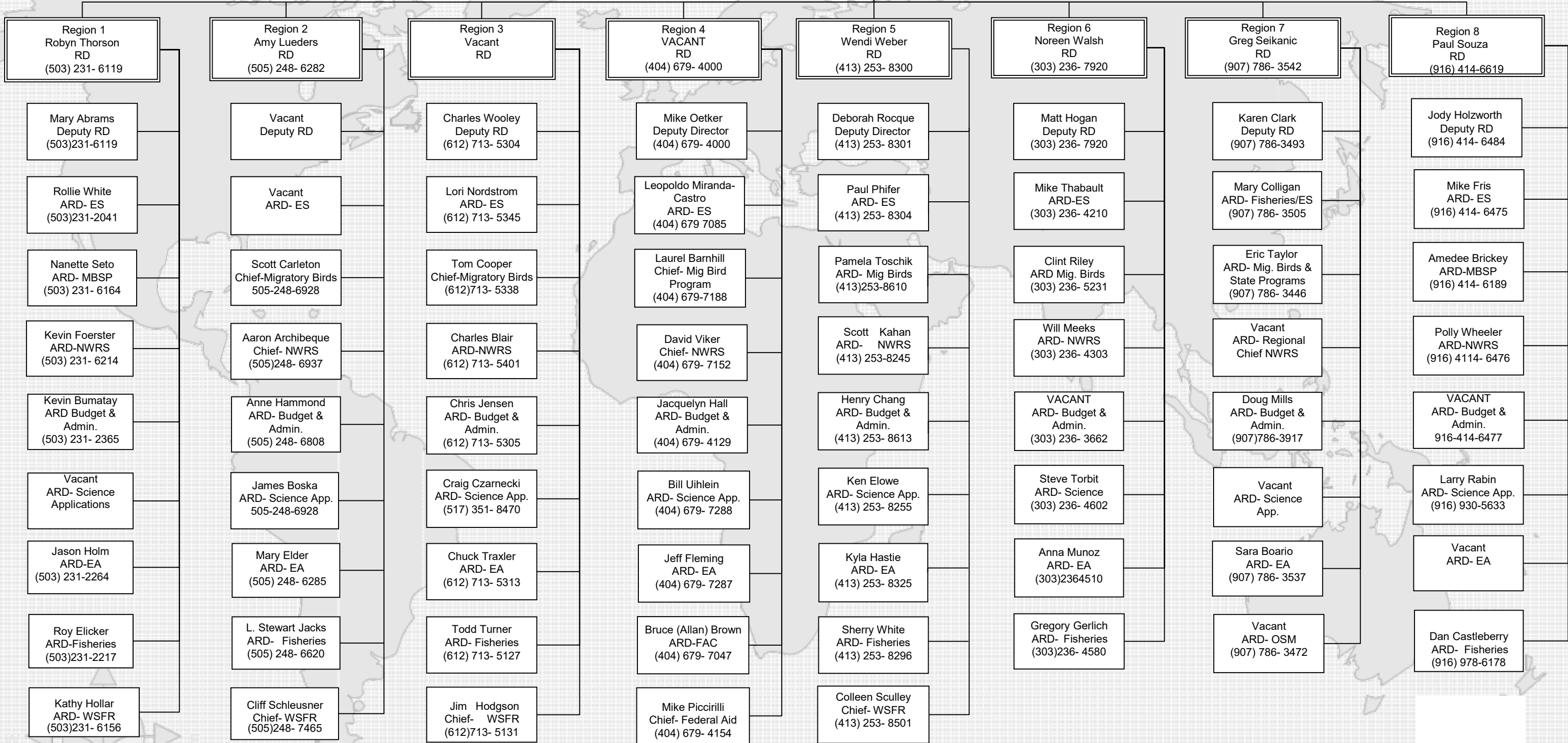
- Division of Contracting & General Services Kristin Young (703)358-2176
- Division of Engineering Marilyn Bower (703)358-1924
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- Division of Financial Management Michael Sciortino (703)358-2054
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- Division of Budget Chris Nolin (703)358-2343
- Division of Human Resources VACANT (703)358-2117
- Division of Policy Performance & Management Programs Vacant (703)358-2676
- Office of Business & Innovative Transformation Pam Sirotzky (703)358-2076

- Division of Training Support and Heritage, Nathaniel Hawley 304-8767491
- Division of Training Theresa Trainor (304)876-7431
- Division of Facility Operations Vacant



James Kurth (SES)
Deputy Director





United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240

DEC 10 2018



In Reply Refer To:
FWS/ODIWM/069363

Memorandum

To: All U.S. Fish and Wildlife Service Employees

From: Principal Deputy Director 

Subject: Equal Employment Opportunity and Non-Discrimination Policy

It is the policy of the U.S. Fish and Wildlife Service (Service) to provide equal opportunity to all employees and applicants for employment regardless of race, color, national origin, religion, sex (including pregnancy, gender identity, transgender status, and sexual orientation), disability, age (40 years or older), reprisal, or protected genetic information. Moreover, consistent with Presidential Executive Orders and other laws designed to protect federal employees, the Service must vigilantly prevent discrimination based on parental status, military service, or any other non-merit factor. These commitments must be exemplified in all of our management practices and decisions including recruitment and hiring practices, appraisal systems, promotions, and training and career development programs.

The Service must strive to create and foster an inclusive work environment; one that affords all employees the opportunity to attain their personal goals, to grow within the Service, and to fully contribute to the accomplishment of our vital mission. All Service employees have a responsibility to carry out this policy and to promote it through exemplary conduct, stewardship, and professionalism with other Service employees, conservation partners, and the public. Managers and supervisors will be held responsible and accountable for promoting and ensuring equal opportunity in the Service's policies, programs, and practices. This is essential to attracting, developing, and retaining the most qualified workforce to carry out the Service's mission.

The Service does not tolerate discrimination, harassment, or reprisal in the workplace. Allegations of discrimination will be addressed promptly and professionally. Timely compliance with decisions issued on discrimination complaints is mandatory. Appropriate disciplinary action will be taken when a decision is issued confirming allegations of discrimination, harassment, or reprisal. Employees who believe that they have been the subject of unlawful discrimination must initiate contact with the Office of Diversity and Inclusive Workforce Management (ODIWM) at eeocomplaints@fws.gov, within 45 calendar days of the alleged discriminatory event, or in the case of a personnel action, within 45 days of the effective date of the action.

This policy and the U.S. Department of the Interior's policy on equal opportunity and workplace conduct shall be posted on the Service's internal website, and in all common areas such as break rooms, and on official bulletin boards. Inquiries concerning either this policy or specific situations relevant to this policy should be directed to ODIWM at (703) 358-1724.



Diversity and Inclusion Implementation Plan FY 2015-2019

Recognizing Diversity as a
Mission-readiness Issue

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Purpose

The Diversity and Inclusion Implementation Plan (DIIP) has been redesigned to provide more focused and strategic guidance that will assist the Directorate, project leaders, managers and supervisors, and their employees in their efforts to build and maintain a diverse, inclusive, and highly qualified workforce. It identifies the highest priorities and essential actions the Service needs to take to include and respect differences in people and their cultures and lifestyles, and to cultivate a culture that connects each employee to the organization, encourages collaboration, respect, fairness, and equal access to opportunities so that all employees are enabled to participate and contribute to their full potential. It also includes due dates and identifies the individuals responsible for the actions. The Directorate has made a commitment to accomplish the strategic activities defined in this plan, with each Deputy serving as the lead for their Region/Program to assist with implementation and progress. Leadership's commitment and accountability across the organization will be the key to its success.

The definition of diversity is simply variety; differences. We define workforce diversity as the differences that influence personal perspectives of individuals in that workforce. Inclusion is about recognizing, respecting, and valuing differences that influence personal perspectives. Our focus on diversity and inclusion means:

- recruiting and retaining a diverse Federal workforce from all segments of our population;
- cultivating a culture that connects employees and our customers to the organization;
- encouraging collaboration, flexibility, and fairness; and,
- using our differences throughout the organization so that all individuals are enabled to participate and contribute to their full potential.

We are experiencing a world that is rapidly changing, not only in our environment, but also in the composition of the communities we live in—all of which present challenges to the way we do things and how we respond in the face of these changes. We must all be committed to ensure the Service's mission remains relevant at a time when we are facing unprecedented challenges.

The work of ensuring that the Service continues to build an adequate pool of diverse managers, supervisors, and employees in the pipeline who are ready to be the next generation of leaders is never complete. We have a lot of work ahead of us, but we must work together to ensure that the performance outcomes contained in the revised Diversity and Inclusion Implementation Plan provide the desired results of having a diverse workforce of people who are prepared to be the conservation stewards in the future.

Goals

Similar to the previous DIIP, the current one sets forth four strategic goals and strategies which should be tailored to meet the demographic differences in each state and community. For the strategies to be successful, all employees, project leads, managers and supervisors at all levels of the organization must be engaged and committed and hold themselves accountable to take proactive steps to implement the action items identified if we are to make progress toward our goals.

Building Diversity as a Core Value

In Objective 1 there is an emphasis on communication from the very top of the organization to managers, supervisors, Project Leaders and employees to ensure everyone has a clear understanding of the importance of diversity and inclusion and their responsibilities in fostering a culture that supports diversity and inclusion in the workplace. The Deputies are designated to lead the implementation of the Plan and to assess progress for each of the objectives before each Directorate meeting based on reports submitted to them by their senior managers. These reports will be the subject of discussions at Directorate meetings to ensure the Directorate is aware of the progress being made to implement the Plan and of any barriers that require corrective actions. This objective calls for a climate survey to be conducted to identify employee perceptions about equal employment opportunity and organizational effectiveness to determine the actions necessary for improvement. It emphasizes the importance of EEO training and cultural awareness to better prepare leaders to effectively manage a diverse workforce with all its complexities. It calls for recognition of employee efforts in promoting diversity and inclusion goals.

Establish Partnerships and Targeted Recruitment Sources

Objective 2 of the plan emphasizes the need to establish relationships and enhance partnerships with targeted organizations so that the Service can increase the diversity of candidate pools for employment and internship opportunities.

Conduct Targeted Recruitment

Objective 3 emphasizes the need to develop well planned and collaborative targeted recruitment strategies to recruit a pool of applicants for job series that have low participation group members. It describes the role Recruiters, Human Resources Specialist and Hiring Officials play in developing these strategies and reaching out to targeted groups based on the demographics and qualification requirements. Emphasis is placed on reaching out more broadly to recruit talented applicants from all segments of the population where the talent exists.

Maintain a Highly Skilled and Diverse Workforce through Talent Management

Objective 4 emphasizes the need to ensure employee performance plans are in place for every employee so that they are aware of their job responsibilities, performance expectations, and their role in the mission of the Service. It emphasizes the need for managers to not only develop relevant Individual Development Plans in coordination with employees but to also provide opportunities for them to gain the knowledge or experiences they need to improve their current job performance or develop future technical/leadership skills. Implementing this objective will provide opportunities to all employees in an equitable way so that they all have the opportunity to apply for developmental opportunities, be considered for promotions, and experience the benefits of being supported and valued as a member of the organization. Finally, this objective emphasizes mentoring and coaching as effective tools to help employees grow as individuals and in understanding how to carry out their responsibilities effectively.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 1: Building Diversity as a Core Value

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<i>1.1. Discuss diversity and inclusion at every Directorate meeting.</i>	Directorate Executive Diversity Committee Lead: Executive Diversity Committee	At each Directorate meeting the Executive Diversity Committee Lead (EDCL) will Chair a discussion on the Service initiatives and accomplishments. START DATE: November 2014 DUE DATE: Quarterly Directorate meetings ACTION: EDCL will coordinate this Action Item for each quarterly Directorate meeting.	Information on objectives and results are shared with the Director and members of the Directorate to demonstrate progress in achieving an inclusive workforce in the Service.
<i>1.2. Communicate the benefits of diversity and inclusion to your managers and supervisors to reinforce your commitment and demonstrate your support for an inclusive workforce.</i>	Directorate Deputies Group Managers and Supervisors Project Leaders Lead: Each Deputy	Each Deputy will schedule meetings with managers, supervisors, Project Leaders, and other management officials to emphasize their responsibilities to implement the Action Items in the Plan. START DATE: Immediately following each Directorate meeting DUE DATE: Ongoing ACTION: The initial briefing must occur in-person or by VTC to discuss implementation of the action plan.	Managers, supervisors and Project Leaders will have a clearer understanding of their responsibilities for diversity and inclusion in the workforce.
<i>1.3. Track and report diversity and inclusion accomplishments.</i>	Deputies Group Managers and Supervisors Lead: Each Deputy	Each Deputy will hold subsequent meetings semi-annually with their senior managers to check progress on the implementation of the action items and reinforce their responsibilities. Senior managers will report to their Deputy on accomplishments, progress, and status of implementation of each action item. START DATE: November 2014 DUE DATE: Schedule before Directorate meeting ACTION: Report submitted to Deputies	The Directorate will be able to track and report the Service's progress in building diversity as a core value.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
1.4. Actively promote diversity as a core value.	Directorate Executive Diversity Committee Deputies Group Managers and Supervisors Project Leaders Lead: Each Deputy	Each Deputy must ensure their subordinate managers and supervisors are managing their workforce by consistently applying human resources and/or training policies and practices to include providing training and developmental opportunities identified in each of their employees EPAP. START DATE: October 2014 DUE DATE: September 30 Annually Regularly/Ongoing	Demonstrates management’s commitment to building a model diversity and inclusion program for effectively and efficiently carrying out the Service’s mission.
1.5. Engage in identifying and reporting perceived barriers to achieving an inclusive workforce.	Directorate Executive Diversity Committee Deputies Group Managers and Supervisors Project Leaders Lead: Each Deputy	Each Deputy should hold discussions with their managers and supervisors to be briefed on issues and collect information that can be shared with HR and EEO on barriers encountered when applying policies and practices, such as: hiring, retention and employee development. START DATE: October 2014 DUE DATE: September 30 Annually Regularly/Ongoing	Managers and supervisors will have a venue to discuss problems, issues, and concerns that may be potential barriers to achieving a diverse workforce.
1.6. Conduct barrier analyses.	Deputies Group Chief, HRO Chief, ODIWM Lead: Chief, ODIWM	Each Deputy will provide information on issues that may be barriers to achieving a diverse workforce. ODIWM will evaluate the issues to identify if they are barriers and make recommendations for corrective action. START DATE: October 2014 DUE DATE: September 30 Annually Regularly/Ongoing.	The Service will have the opportunity to identify barriers and develop corrective actions to eliminate them as appropriate.
1.7. Identify clear objectives and evaluate managers, supervisors and Project Leaders on their diversity and inclusion critical element in their performance plans.	Directorate Deputies Group Managers and Supervisors Project Leaders Lead: Each Deputy and Managers	Identify clear objectives as it relates to the critical element on diversity and inclusion in performance standards with new and current supervisors, managers and Project Leaders, in accordance with the Service’s policy. Identify and discuss accomplishments at mid-term and final evaluation. START DATE: October 2014 DUE DATE: End of each Performance Appraisal Period	Managers, supervisors and Project Leaders are aware of their responsibilities for achieving the Director’s diversity and inclusion objectives.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
1.8. Continue to require all managers and supervisors to attend diversity and equal employment opportunity training.	Directorate Deputies Group Managers and Supervisors Lead: Each Deputy	Follow up to ensure managers and supervisors complete their diversity and EEO training on an annual basis. If new, within six months of obtaining supervisory responsibilities, take a minimum of eight hours of training related to managing a diverse and inclusive workforce. START DATE: October 2014 DUE DATE: September 30 Annually/Ongoing	Managers and supervisors are continually educated on their responsibilities for effectively managing and achieving a diverse and inclusive workforce as an integral part of conducting business in the Service.
1.9. Promote the Director’s message on diversity and inclusion.	Deputies Group Director, NCTC Chief, HRO Lead: Deputies Group	Present the Director’s video message on diversity and inclusion during in-processing of new employees and Foundations orientations and in all leadership courses. START DATE: October 2014 DUE DATE: Ongoing	All employees will be more aware of the Service’s commitment to diversity and inclusion.
1.10. Incorporate diversity and inclusion in all NCTC management training.	Deputies Group Director, NCTC Chief, ODIWM Chief, HRO Lead: Deputies Group	Coordinate with NCTC to ensure that the importance of valuing an inclusive workforce is incorporated in all courses, including the Foundations and leadership courses to emphasize diversity and inclusion as essential elements of organizational success. START DATE: October 2014 DUE DATE: Ongoing	Diversity and inclusion will be promoted and institutionalized throughout the Service.
1.11. Support and promote Diversity Change Agents (DCA) within their workforce.	Directorate Deputies Group Change Agent Support Team Lead Lead: Deputies Group	Select employees who can serve effectively as a Diversity Change Agent for the Service and provide them the necessary support to carry out their roles and responsibilities effectively. START DATE: October 2014 DUE DATE: Ongoing	The Diversity Change Agents will have the support to be an effective resource for the Service in furthering the message of diversity and inclusion as a business imperative.
1.12. Use employees as a resource.	Directorate Deputies Group Change Agent Support Team Lead Lead: Deputies Group	Provide supervisors, managers, Project Leaders, and employees with 8 hours of training related to “managing and working in a diverse workforce,” such as the “Champions in Diversity” training. START DATE: October 2014 DUE DATE: September 2017/Ongoing	The Diversity Change Agents, management officials and employees are trained to help to raise awareness of diversity and inclusion as a Service priority and in creating a more inclusive workforce.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 2: Establish Partnerships and Targeted Recruitment Sources

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<p>2.1. Establish, update, and enhance partnerships with targeted organizations.</p>	<p>Deputies Group Chief, ODIWM DCR Chiefs Recruiters NCTC</p> <p>Lead: Deputies Group</p>	<p>a. Recruiters: Identify and meet with key contacts and establish partnerships that will benefit the Service in locating and reaching individuals from targeted groups. Coordinate a course of action with the partner(s) to reach the targeted groups and evaluate the outcomes. If the objectives are being met, share the results with ODIWM so that information on effective partnerships can be provided Service-wide.</p> <p>START DATE: October 2014 DUE DATE: Ongoing</p>	<p>Effective partnerships will result in increasing the diversity of candidate pools for employment and internship opportunities.</p>
	<p>Deputies Group</p> <p>Lead: Each Deputy</p>	<p>b. Each Deputy: Participate in at least one recruitment/outreach event annually and report this participation in the quarterly diversity accomplishment report. Represent the Director at Regional outreach events.</p> <p>START DATE: October 2014 DUE DATE: Annually</p>	
	<p>Deputies Group NCTC Recruiters</p> <p>Lead: NCTC and Recruiters</p>	<p>c. Sponsor Conservation Careers Symposia at identified universities. Conduct skills-building workshops for students on resume writing, interviewing, networking, and navigating the Web to locate internships and jobs.</p> <p>START DATE: October 2014 DUE DATE: Semi-annually/Ongoing</p>	

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 3: Conduct Targeted Recruitment

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
3.1. Develop targeted recruitment strategies.	Deputies Group Lead: Each Deputy	a. Each Deputy will identify key program managers to assist with the integration of the Recruiters into targeted recruitment strategies and activities. START DATE: October 2014 DUE DATE: Ongoing strategic activity	Recruitment will be well planned which will result in an applicant pool that includes qualified candidates from all groups.
	Deputies Group Chief, HRO Chief, ODIWM Recruiters Lead: Each Deputy	b. Recruiters, Human Resources Specialists and Hiring Officials will work together in executing strategies that reach targeted groups of women, minorities and individuals with disabilities for all positions in the Fish and Wildlife Service. Job-specific recruitment will be designed to reach desired communities and recruitment strategies will be tailored to meet workforce needs to increase the pool of targeted candidates for these positions. START DATE: October 2014 DUE DATE: Ongoing strategic activity	
	Deputies Group Lead: Each Deputy	c. Hiring officials will start with the Recruiters as the first point of contact when planning to fill vacancies for all positions. Human Resources must provide the Recruiters with information on each Vacancy at least two weeks prior to advertising the position. HR will provide the Recruiter with a link to the posting on USA Jobs. START DATE: October 2014 DUE DATE: Ongoing strategic activity	

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
	Deputies Group Lead: Each Deputy	d. The HROs must establish or revise standard operating procedures (e.g. Recruitment Check List, etc.) to implement the role of the Recruiter in their internal hiring process. START DATE: October 2014 DUE DATE: November 2014	
	Deputies Group Lead: Deputies Group	e. The Recruiters will research demographics and qualifications and actively distribute vacancies through the sources that have the demographics to reach the targeted group members. START DATE: October 2014 DUE DATE: Ongoing strategic activity	
	Deputies Group Lead: Each Deputy	f. Recruitment activities and strategies will address the low participation needs reflected in the data in the quarterly workforce briefings. START DATE: October 2014 DUE DATE: Ongoing strategic activity	
	Deputies Group Lead: Each Deputy	g. Utilize the Targeted Recruitment Resource Guide for policy guidance to implement targeted recruitment for low participation groups and other recruitment initiatives i.e., veterans, Schedule A, students etc. START DATE: October 2014 DUE DATE: Ongoing strategic activity	

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
4.1. Adhere to the Service’s Policy on the development and establishment of Employee and Supervisor Performance Appraisal Plans (EPAP) for each employee, supervisor and manager.	Directorate Deputies Group Managers Lead: Each Deputy	Certify to the next higher supervisory/managerial level that Employee and Supervisor Performance Appraisal Plans (EPAP) have been completed annually for each employee, supervisor and manager. Report outcomes to the RD/ADs annually. START DATE: October 2014 - In conjunction with establishing and completing the Performance Evaluation Plan DUE DATE: September 30 Annually	Creates a workforce who are aware of their job responsibilities and performance expectations and how they are tied to the mission of the Service.
4.2. Adhere to the Service’s policy on the development and establishment of Individual Development Plans for each employee, supervisor, and manager.	Directorate Deputies Group Managers Lead: Each Deputy	a. Ensure that first-level supervisors have developed and implemented effective IDPs for their subordinates. START DATE: October 2014 DUE DATE: September 30 Annually	Identifies individuals aspiring to develop leadership skills to prepare them to become future leaders and address technical and general competencies/key skills or training for improving current job performance or career development.
	Directorate Deputies Group Managers Lead: Each Deputy	b. Ensure that second-level supervisors conduct a review of all IDPs submitted by their subordinate supervisors. START DATE: October 2014 DUE DATE: September 30 Annually	
	Directorate Deputies Group Managers Lead: Deputies Group	c. Managers and supervisors will identify ways to provide opportunities for subordinates to develop leadership skills. START DATE: October 2014 DUE DATE: September 30 Annually	
4.3. Second-level supervisors will conduct reviews of Individual Development Plans.	Directorate Deputies Group Managers and Supervisors Lead: Deputies Group	Second-level supervisors will periodically review the IDPs developed by their subordinates to ensure they are providing the assignments necessary for their employees to improve current job performance or develop future technical/leadership skills. START DATE: October 2014 DUE DATE: September 30 Annually	Active engagement in employee development assists the Service in maintaining an inclusive workforce with the needed skill sets to perform their job and become future leaders.

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

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<p>4.4. Educate Service employees about the value of informal mentoring.</p>	<p>Directorate Deputies Group Managers and Supervisors</p> <p>Lead: Deputies Group</p>	<p>Train the workforce on the value of mentoring and coaching.</p> <p>START DATE: October 2014 DUE DATE: Ongoing</p>	<p>Mentored employees are more engaged and can effectively understand and carry out their role in supporting the Service’s mission.</p>

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

Leading and Building Diversity as a Core Value

Strategic Activity	Responsible Parties	Action Items	Performance Outcomes
<p>1. Create and communicate the Director's vision highlighting diversity and inclusion as a core value.</p>	<p>Director/ Deputy Directors</p>	<p>a. The Vision Statement will be updated to reflect the Service's vision of an inclusive workforce and posted on the FWS homepage.</p> <p style="padding-left: 40px;">“We will continue to be a leader and trusted partner in fish and wildlife conservation, known for our scientific excellence and stewardship of lands and natural resources, with an inclusive and diverse workforce committed to public service.”</p> <p>b. The Director will produce a video about diversity and inclusivity to educate the workforce and promote the Service's vision.</p> <p>c. The Director will hold an all employee broadcast to emphasize his expectations contained in the DIIP Plan and explain the critical need for the Service to build diversity as a core value.</p> <p>START DATE: October 2014 DUE DATE: Annually</p>	<p>All employees and the public are aware of the Service's vision for an inclusive and diverse workforce committed to public service.</p> <p>All employees will understand the Director's commitment to the strategic activities and action items contained in the DIIP Plan and management's responsibility to ensure diversity and inclusion are a priority in the Service.</p>
<p>2. Commit Resources</p>	<p>Director/ Deputy Directors</p>	<p>a. Funds. The Service will continue to have a separate operational budget which will be allocated by the Director and dedicated solely to fund targeted recruitment initiatives. Recruiters will be hired in each Region.</p> <p>b. People. The Director will communicate the Service's expectations to the Directorate to support the implementation of the DIIP Plan.</p> <p>c. Time. The Director will request the Directorate to provide managers and supervisors the necessary time to promote and execute the actions in the DIIP Plan.</p>	<p>The Director personally demonstrates the Service's commitment by providing the resources necessary to achieve diversity and inclusion as one of the highest priorities for all Service employees.</p>

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

Strategic Activity	Responsible Parties	Action Items	Performance Outcomes
3. Issue the Director's Annual Diversity Objectives.	Director/ Deputy Directors	a. Determine areas of low participation in the workforce and identify Director's Annual Diversity Objectives to be implemented by the Directorate.	All managers and supervisors are aware of their responsibilities to successfully achieve the Director's Annual Diversity Objectives.
		b. Establish hiring goals for individuals with targeted disabilities. START DATE: December 2014 DUE DATE: Annually	
4. Issue an annual diversity and inclusion memorandum to all employees.	Director Deputy Directors	a. The Director's memorandum will highlight improvements and address areas that still require attention, emphasizing the importance of diversity and inclusion as a core value.	The Director emphasizes to employees the importance of diversity and inclusion in the Service's workforce and provides updates on the progress being made towards reaching the Service's goals of diversity and inclusion.
		b. The Director will state that the Executive Diversity Committee members will provide leadership, oversight, and guidance to ensure that the Diversity and Inclusion Implementation Plan is implemented in the Service. START DATE: October 2014 DUE DATE: Annually	
5. Director will plan for and conduct discussions regarding implementation of the DIIP with each Directorate member.	Director Deputy Directors	The Director/Deputy Directors will ensure that diversity is on the agenda for Directorate members to have the opportunity to report on the status of implementing the DIIP Plan in their Regions. START DATE: November 2014 DUE DATE: Quarterly Directorate meetings	The Director is informed of the status of implementation of the DIIP Plan and can address any concerns.
6. Director will issue a training memorandum annually.	Director Deputy Directors	The memorandum will emphasize the requirement that all new supervisors must take a minimum of eight hours of training related to managing an inclusive and diverse workforce within six months of obtaining supervisory responsibilities. START DATE: October 2014 DUE DATE: Annually	Supervisors are more effectively prepared to manage an inclusive and diverse workforce.

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

Strategic Activity	Responsible Parties	Action Items	Performance Outcomes
7. Conduct organizational climate surveys to collect information from employees about the workforce environment.	Director Deputy Directors	<p>a. Conduct an organizational climate survey to identify cultural sensitivities and employee satisfaction and determine areas that need improvement.</p> <p>b. Encourage employees to participate in the biennial organizational climate surveys to enable the Service to determine areas of strengths in the work place and areas where improvements are needed in order to obtain and maintain an inclusive work environment.</p> <p>c. Director/Deputy Directors will conduct an all employee VTC to discuss the outcome of the organizational climate survey and planned actions.</p> <p>START DATE: December 2014 DUE DATE: Biennially</p>	The Directorate is able to identify and analyze employees' concerns and issues in order to determine actions necessary for improvement.
8. Recognize Champions of Diversity and Inclusion.	Director Deputy Directors Directorate	<p>The Director will present the Service's Champion of Diversity and Inclusion Award at the end of each fiscal year to a Region or Headquarters Program for their performance in promoting and/or supporting the diversity and inclusion goals of the Service.</p> <p>START DATE: October 2014 DUE DATE: Annually</p>	The awards recognize the collective efforts of employees in promoting the diversity and inclusion goals of the Service and encourage continued support.



Wild, Jesse <jesse_wild@fws.gov>

Zero Tolerance Harassment Policy

Deputy Director, Principal <principal_deputy_director@fws.gov>
Bcc: fws_all_employees@fws.gov

Wed, Dec 13, 2017 at 4:21 PM

It is the policy of the U.S. Fish and Wildlife Service (Service) to provide employees with a work environment that is free from harassment (Manual chapter 060 FW 7, Anti-Harassment Policy and Procedures). The Service prohibits harassment on the basis of race, color, national origin, religion, sex whether or not of a sexual nature (including pregnancy, gender identity, transgender status, and sexual orientation), disability, age (40 years or older), reprisal, or protected genetic information.

Workplace harassment is any form of unwelcome, pervasive, persistent, unsolicited verbal, non-verbal, or physical conduct that is so objectively offensive that it alters the victim's terms and conditions of employment, either by culminating in a tangible employment action or by being sufficiently severe or pervasive as to unreasonably interfere with an employee's work performance by creating an intimidating, abusive, offensive, and hostile work environment. The use of derogatory words, phrases, epithets, gestures, pictures, drawings, or cartoons can create an intimidating and hostile work environment and will not be tolerated in the workplace regardless of the means of delivery, which includes, but is not limited to, verbal communication, electronic mail, text messaging, or any other form of written or electronic communication.

Just as we strive to accomplish our mission, we must also strive to maintain the trust and confidence of our employees, conservation partners, and the public. Harassment adversely affects morale, teamwork, and productivity, and is strictly prohibited.

Employees are strongly encouraged to report incidents of harassment to their immediate supervisor (allegations involving an immediate supervisor should be reported to a higher-level management official). Employees may also contact their servicing Human Resources (HR) Office or Office of Diversity and Inclusion (ODI)/Diversity and Civil Rights (DCR) Office, or Headquarters' Office of Diversity and Inclusive Workforce Management (ODIWM). Supervisors and managers will take immediate action in accordance with Manual chapter 060 FW 7, Anti-Harassment Policy and Procedures to resolve reports of harassment. If evidence confirms allegations of harassment, the supervisor will take appropriate corrective and disciplinary action. Any employee found to have participated in harassment of any kind will be subject to appropriate administrative or disciplinary action, which may include removal from federal service. Disciplinary action will also be taken against supervisors who do not carry out their responsibilities under this policy. Any action taken to address and resolve issues of harassment will be confidential, and retaliatory action against an employee who raises a claim of harassment of any kind will not be tolerated.

The Service's internal inquiry is a management responsibility and is not part of the Equal Employment Opportunity (EEO) complaint process. Any employee who desires to initiate an EEO complaint alleging harassment must contact their Regional ODI/DCR Office or the ODIWM at Headquarters within 45 calendar days of the date of the alleged harassment. The Service's inquiry does not have an impact on the EEO time requirement. Therefore, employees may not wait until after an internal inquiry is conducted per the Zero Tolerance Harassment Policy if they desire to enter into the EEO process.

If you have any questions or require additional information on the Service's policy regarding Zero Tolerance Harassment, contact your servicing ODI/DCR or HR Office, or the ODIWM at (703) 358-1724.



United States Department of the Interior


OFFICE OF THE SECRETARY
Washington, DC 20240


FEB 20 2014

CIVIL RIGHTS DIRECTIVE 2014-02

PERSONNEL BULLETIN 14-01

To: Bureau Equal Employment Opportunity Officers
Bureau Human Resources Officers

From: Sharon D. Eller 
Director, Office of Civil Rights

Thomas Mulhern 
Director, Office of Human Resources

Subject: U.S. Department of the Interior Policy and Procedures on Reasonable
Accommodation for Individuals with Disabilities

The attached U.S. Department of the Interior Policy and Procedures on Reasonable Accommodation for Individuals with Disabilities are effective immediately. In accordance with the Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act Amendment Act of 2008; 29 Code of Federal Regulations, Part 1630; Code of Federal Regulations, Part 1614.203(b); and the Genetic Information Non-discrimination Act of 2008, the Department will provide reasonable accommodation for the known physical and intellectual limitations of qualified employees and applicants with a disability unless the accommodation imposes an undue hardship on the Department. The policy and procedures described in this document apply to all employees of the Department and applicants for employment with the Department who have a disability as defined by law. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15 (DM 373 15). The reasonable accommodation procedures, previously released on September 7, 2005, are rescinded.

The policy and procedures on reasonable accommodation are on the Office of Civil Rights website <http://www.doi.gov/eo> and the Office of Human Resources ACCESS Center website <http://www.doi.gov/accesscenter/index.cfm>. For more information on Departmental policy and procedures on reasonable accommodation, contact the Office of Civil Rights, (202) 208-5693 and the Office of Human Resources, (202) 208-5694.

Attachments

cc: Bureau/Office Heads
Office of the Solicitor
Human Capital Officers
Office of Emergency Management
Office of Occupational Health and Safety



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240



CIVIL RIGHTS DIRECTIVE NO. 2014-02

FEB 20 2014

PERSONNEL BULLETIN NO. 14-01

SUBJECT: Reasonable Accommodation for Individuals with Disabilities

1. Purpose.

In compliance with the authorities listed below, the Department of the Interior has established policy and procedures for processing reasonable accommodation requests. This Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01 supersede Departmental Manual, Part 373, Chapter 15 (373 DM 15), Reasonable Accommodation for Individuals with Disabilities, dated September 7, 2005. This document outlines the requirements and instructions by which Departmental employees will act on requests for reasonable accommodation from employees and applicants for employment. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15.

2. Authority.

- A. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791)
- B. Americans with Disabilities Act Amendments Act of 2008 (42 U.S.C. 12101)
- C. 29 CFR Part 1630 (Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act); 29 CFR 1614.203(b) (applying ADA regulations to Rehabilitation Act)
- D. Genetic Information Non-discrimination Act of 2008
- E. Equal Employment Opportunity Commission Management Directive 715

3. Policy.

The Department of the Interior (DOI) will provide reasonable accommodation for the known physical or intellectual limitations of qualified employees and applicants with a disability unless the accommodation would impose an undue hardship on the DOI.

4. Scope.

The policy and procedures in this document apply to all employees of the DOI and applicants for employment with DOI who have a disability as defined by law (see Appendix: Reasonable Accommodation Policy and Procedures).

5. Responsibilities.

- A. *The Director, Office of Civil Rights* is designated as the DOI management official responsible for ensuring there is DOI-wide policy on reasonable accommodation and

that reasonable accommodations are made for qualified employees or applicants with a disability in accordance with applicable laws, regulations, and bargaining unit agreements.

- B. ***The Disability Program Manager (DPM)*** is responsible for the development, implementation, and operation of the bureau/office's disability program— including providing guidance on reasonable accommodation matters related to employees and applicants. The DPM is responsible for promoting equal opportunity and equal access for individuals with disabilities.
- C. The servicing ***Human Resources Officer (HRO)*** is responsible for providing operational human resources services to the bureau/office. The HRO, or designated staff, is responsible for assisting deciding officials in processing reasonable accommodation requests; determining essential functions of the job; identifying effective accommodations; conducting job analyses on vacant positions, in case of reassignment as a last resort; and removing barriers from the hiring process. The HRO is responsible for training human resources specialists who are involved in the application process to recognize requests for reasonable accommodation and handle them in accordance with DOI Reasonable Accommodation Policy and Procedures.
- D. ***Supervisors, managers, and office directors, or designated staff***, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing Human Resources Office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.
- E. ***SOL employment attorneys*** are responsible for providing legal advice regarding: the Rehabilitation Act, including its prohibitions and requirements; EEOC regulations and enforcement guidance applicable to the Rehabilitation Act and to reasonable accommodation; what constitutes a qualified individual with a disability; requests for reasonable accommodation; and reasonable accommodation assessments and decisions.
- F. ***Employees and applicants for employment*** are responsible for bringing their requests for reasonable accommodation to the attention of the appropriate agency official, for timely providing appropriate supporting medical and/or other documentation upon request, and for participating in the interactive process. Employees and applicants may use an alternate dispute resolution approach to working through their requests with deciding officials. The DOI Office of Collaborative Action and Dispute Resolution is available to provide assistance throughout the reasonable accommodation process, including the reconsideration and appeal phases.

- G. Each *bureau/office* will designate a DPM who has the responsibilities outlined in paragraph 5.B above.
- H. **Management** is responsible for timely decisions once a reasonable accommodation request is received. The deciding official may solicit subject matter experts – such as a medical officer, human resources officer, civil rights officer, or DPM – either individually or by committee, for guidance, information, and assistance in identifying appropriate and effective reasonable accommodation solutions. Conferring with appropriate subject matter experts does not relinquish the deciding official’s responsibility to render a decision, notify the employee or applicant, or provide the accommodation solution within established timelines. Timelines are specified in the Reasonable Accommodation Policy and Procedures. Notwithstanding the timeframes prescribed in the procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in the procedures, bureaus must make every effort to do so. Care must be taken to ensure preservation of confidentiality in processing requests for reasonable accommodation.

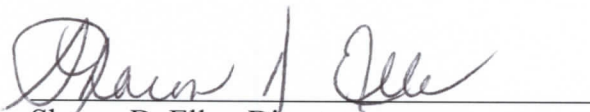
6. Information Tracking and Reporting.

- A. **Decision Maker:** The deciding official must complete the Decision Documentation (See Appendix, Reasonable Accommodation Policy and Procedures, Attachment 2) and submit it to the bureau/office Servicing Human Resources Office within **10 business days** of the decision.
- (1) The deciding official must attach to the form copies of all information received as part of processing the request.
 - (2) Medical documents must be protected as required by the Privacy Act (PA) and the Health Insurance Portability and Accountability Act (HIPAA). **Medical documents received as part of the reasonable accommodation request must be separated from other documents, placed in a sealed envelope marked “HIPAA/PA Documents,” and maintained by the servicing Human Resources Office in secure storage separate from official personnel files.**
 - (3) The bureau/office servicing Human Resources Office must maintain these records for the length of the employee’s tenure with DOI or for five (5) years, whichever is longer.
- B. **The bureau/office EEO Office** will prepare an annual report, to be made available to the DOI, Office of Civil Rights. The report will contain the following information, presented in aggregate:
- (1) the number of reasonable accommodations, by type, that was requested in the application process and whether those requests were granted or denied;

- (2) the jobs (occupational series, grade level, and office) for which reasonable accommodations were requested;
- (3) the types of reasonable accommodations that were requested for each of those jobs;
- (4) the number of reasonable accommodations, by type, for each job that was granted, and the number of accommodations, by type, that was denied;
- (5) the number of requests for reasonable accommodations, by type, that relate to the benefits or privileges of employment, and whether those requests were granted or denied;
- (6) the reasons for denial of requests for reasonable accommodation;
- (7) the amount of time taken to process each request for reasonable accommodation;
- (8) the sources of technical assistance that were consulted to identify possible reasonable accommodations; and
- (9) a qualitative assessment of the bureau/office's reasonable accommodation program, including any recommendations for program improvement or changes in the reasonable accommodation practices and procedures.

C. The DOI, Office of Civil Rights shall prepare an aggregate report making such information available to all bureau/office EEO Offices and Human Resources Offices. The report shall be retained for at least three (3) years. Upon request from EEOC, the report will be used to provide information that tracks DOI's performance with regards to the provision of reasonable accommodation to individuals with disabilities.

7. Point-of-Contact(s). The Departmental point of contacts for this policy matter are the Department of the Interior, Office of Civil Rights, (202) 208-5693 and the Department of the Interior, Office of Human Resources, (202) 208-5694.



Sharon D. Eller, Director
Office of Civil Rights

2/20/2014
Date



Thomas Mulhern, Director
Office of Human Resources

2/20/2014
Date

Attachment: Appendix: Reasonable Accommodation Policy and Procedures

APPENDIX: Reasonable Accommodation Policy and Procedures

1. Purpose:

- 1.1. The Department of the Interior (DOI) Reasonable Accommodation Policy and Procedures, Appendix, with Attachments 1-9, supplements the Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01, Reasonable Accommodation for Individuals with Disabilities and sets policy for DOI bureaus and offices (collectively referred to as Bureaus throughout this appendix).
- 1.2. Bureau supplements shall be consistent with the policy and intent of CRD 2014-02 and PB 14-01, including this appendix in its entirety.

2. Goals: The goals of the Department's Reasonable Accommodation (RA) program are to ensure:

- 2.1. DOI complies with federal law and regulation
- 2.2. Eligible employees are assured an effective accommodation to the greatest extent possible preserving their expertise and contribution to the Department's mission
- 2.3. Eligible employees are treated fairly throughout the RA process
- 2.4. DOI's RA program is fully transparent.

3. Definitions:

3.1. **Essential functions of a job:** job duties that are so fundamental to the position that the individual cannot do the job without being able to perform them. A function can be "essential" if, among other things, the position exists specifically to perform that function, there are a limited number of other employees who could perform the function if it were assigned to them, or the function is specialized and the incumbent is hired based on his/her ability to perform it. Determination of the essential functions of a position must be conducted on a case-by-case basis so that it reflects the job as actually performed, and not simply the components of a generic position description. The term "essential functions" does not include the marginal functions of the position.

3.2. **Genetic Monitoring:** the periodic medical examination of employees to determine whether any of their genes have been affected by the toxic substances they use or are exposed to in performing their jobs.

3.3. **Genetic Test:** the "analysis of human DNA, RNA, chromosomes, proteins, or certain metabolites in order to detect disease-related genotypes or mutations."

3.4. **Genetic Service:** a health service, including genetic tests, provided to obtain or interpret genetic information for diagnostic or therapeutic purposes, or for purposes of genetic education or counseling.

3.5. **Individual with a disability:** is a person who has a physical or intellectual impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment. Individuals must fit either the “actual” or “record of” definition to be eligible for a reasonable accommodation. Individuals who only meet “regarded as” are not entitled to a reasonable accommodation. Mitigating measures other than “ordinary eyeglasses or contact lenses” shall not be considered in assessing whether an individual has a disability.

3.6. **Physical or intellectual impairment:**

3.6.1. is any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as, but not limited to, neurological, musculoskeletal, special sense organs, cardiovascular, reproductive, digestive, respiratory (including speech organs), genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine, or any intellectual or psychological disorder, such as intellectual disability, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

3.6.2. An impairment that is episodic or in remission is a disability if it substantially limits a major life activity when active.

3.7. **Reasonable accommodation:** a modification or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question. There are two other categories of reasonable accommodation.

Modifications or adjustments:

3.7.1. to a job application process that enable a qualified applicant with a disability to be considered for a job.

3.7.2. that enable employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by similarly situated employees without disabilities.

3.8. **Major life activities:** are functions such as, but not limited to, caring for one’s self, performing manual tasks, walking, seeing, hearing, eating, sleeping, speaking, breathing, learning, working, sitting, standing, lifting, bending, and mental processes such as thinking, concentrating, and interacting with others and incorporates major bodily functions (e.g. functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions).

3.9. **Qualified individual with a disability:** is a person who satisfies the skill, experience, education and other job-related requirements of a position that the individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

3.10. **Record of such an impairment:** having a history of, or being classified (or misclassified) as having an intellectual or physical disability that substantially limits one or more major life activities.

3.11. **Regarded as having such impairment:** having an actual or perceived physical or intellectual impairment, whether or not that impairment substantially limits major life activities.

3.12. **Undue hardship:** a specific type of accommodation which causes significant difficulty or expense at the Department level (not bureau or staff office) to accomplish. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship. Alternatives will be explored to determine if there are other effective accommodations.

3.13. **Protected Genetic Information:** information about:

3.13.1. An individual genetic test

3.13.2. The genetic tests of an individual's family members

3.13.3. The occurrence of a disease, or medical condition or disorder in family members of the individual (family medical history).

4. Decision Making Authority:

4.1. Supervisors, managers, and office directors, or designated staff, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing human resources office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.

4.2. Deciding officials must engage in the interactive process with the individual requesting the accommodation. A request for reasonable accommodation is the first step in an informal, interactive process between the individual and the supervisor. Resources, such as the DPM and the Office of Collaborative Action and Dispute Resolution, are available to help ensure a productive communication process.

4.3. Deciding officials are encouraged to contact SOL employment attorneys with questions and requests for legal advice regarding the Rehabilitation Act, including its prohibitions and requirements, and the EEOC's regulations and enforcement guidance. SOL employment attorneys are available to provide legal advice and guidance regarding, among other things, what constitutes a "qualified individual with a disability," and request for reasonable accommodation.

5. Responsibilities: Refer to Civil Rights Directive 2014-02 and Personnel Bulletin 14-01.

6. Process Description: There are five possible phases of the RA process: initiation of request, consideration, decision, reconsideration, and appeal. Attachment 4 is a flow chart of the RA process and Table 1 summarizes the time limits associated with reasonable accommodation processing. The remainder of this section is an accompanying narrative.

6.1. Initiation of Request Phase:

6.1.1. In this phase, the employee or applicant, or someone on his/her behalf, submits a request for an accommodation. If, on behalf of an employee or applicant, an accommodation is requested by a family member, health professional, or other representative, a signed statement should be provided by the employee or applicant

stating the name of the representative and authorizing him/her to speak with agency officials and engage in the interactive process.

6.1.2. An individual with a disability may submit his/her request for accommodation to any of the following: his/her supervisor; a supervisor or manager in his/her immediate chain of command; the Equal Employment Opportunity Officer, the Human Resources Officer, or the Disability Program Manager. An applicant with a disability may submit his/her request to any agency employee with whom he/she has contact or the Human Resources Officer. Additional information, as appropriate, may be obtained through the interactive process which follows the request. Communication is a priority throughout the entire process; particularly when the specific effective accommodation is not obvious or the parties are considering different forms of reasonable accommodation. Alternative dispute resolution (ADR) can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. In the event an employee opts for ADR, the timeframes specified in this appendix are suspended until the ADR process has concluded for the following:

6.1.2.1. Responding to requests for accommodation.

6.1.2.2. Processing requests for reconsideration of Reasonable Accommodation decisions.

6.1.2.3. Processing Reasonable Accommodation appeals.

6.1.3. A verbal request for accommodation is deemed accepted when made. The recipient of the verbal request must not wait until it is in writing to action the request.

6.1.4. If medical information is required and the employee or applicant is unable to provide sufficient information in support of the request, the deciding official may request that the individual be examined by a healthcare professional of the organization's choice and at the organization's expense. Any such medical examination must be limited to determining the existence of a disability and/or the functional limitations that require an accommodation. Where a medical examination is warranted, the deciding official must explain to the individual that failure to agree to take the medical examination could result in a denial of the accommodation.

6.1.5. If the employee fails to provide required documentation (medical or other) in a timely manner, the request for accommodation is returned to the employee with the explanation that the request could not be considered due to the lack of requested documentation.

6.2. **Consideration Phase:** In this phase, management determines whether or not to provide the accommodation or whether to present an alternative accommodation. After a request from a qualified individual with a disability is received, the request is reviewed to determine if it is reasonable and effective. In the context of job performance, this means that the reasonable accommodation enables the individual to perform the essential functions of the position.

6.3. **Decision Phase:** In this phase, management notifies the employee/applicant of the decision to provide the requested accommodation, not provide an accommodation or present an alternative accommodation. The decision memorandum shall be emailed, mailed or presented to the individual within 15 business days or sooner. If medical documentation is required by the

deciding official, the deciding official will issue a decision within 15 business days from the date the official received the required medical documentation.

6.3.1. If there is a delay in processing the request for reasonable accommodation, the deciding official must investigate whether there are temporary measures that can be taken to assist the individual. Additionally, the deciding official must notify the individual of the reason for the delay. To the extent possible, the individual must be kept informed of the expected completion date.

6.3.2. In instances that may require expedited processing of reasonable accommodation requests (i.e., enable an individual to apply for a job or to participate in a specific agency activity that is scheduled to occur shortly), the deciding official must make every effort to complete the process quickly.

6.3.3 If the employee has requested a type of reasonable accommodation that he/she is likely to need on a repeated basis (i.e., sign language interpreting), he/she cannot be required to submit a formal written request each time the accommodation is needed. Once a reasonable accommodation is approved the first time, subsequently, the employee may obtain the accommodation by verbal notice to the appropriate official.

6.3.4. Denials of requests for reasonable accommodation must be in writing and specifically explain the reasons the request was denied (i.e., why the medical documentation is inadequate to establish that the individual has a disability or needs an accommodation; why the requested accommodation would not be effective; or why the accommodation would pose an undue hardship). Denials must include information about the individual's right to file an EEO complaint and to invoke other statutory processes as well as information about the availability of ADR.

6.4. *Reconsideration Phase:* In this phase, the employee/applicant who disagrees with the decision made may ask the deciding official to reconsider the decision. The employee/applicant may provide additional information/documents in support of the request for reconsideration. Response to the request for reconsideration should be provided in no more than ten business days from receipt of the request or receipt of additional information, if provided.

6.5. *Appeal Phase:* In this phase, if reconsideration did not result in a reversal of the initial decision, the employee/applicant may appeal the decision to the next level of management. The employee/applicant may provide additional information in support of the appeal. Response to the appeal should be provided in no more than ten business days from receipt of the appeal or receipt of additional information, if provided. There is no higher level of appeal after this phase.

TABLE 1 - TIME LIMITS

Action	Business Day Limit
Forwarding RA requests to the supervisor if received by any other employee	10
Decision memo provided to requestor when no medical documents are required	15
Providing an approved accommodation	20
Decision memo provided to requestor when medical documents are required	10 from date medical information received
Notification of Delayed Implementation of an RA	Every 10 until fully implemented
Decision of a Request for Reconsideration	10
Decision of an Appeal of a Reconsideration Decision	10

Notwithstanding the timeframes prescribed by these procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in these procedures, bureaus should make every effort to do so.

7. Documentation:

7.1. Requests for RA must include (Initiation Phase):

7.1.1. When the disability is clear and apparent: a written (email or memo) or verbal request from the applicant or employee asking for the RA and how the requestor would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone).

7.1.2. When the disability is not obvious, not already known or the employee has not already provided sufficient information to establish the existence of the disability, the employee/applicant must provide:

7.1.2.1. A written (email or memo) or verbal request specifying the reason for the RA and the specific form of RA desired, how the employee/applicant would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone) and if there is an urgency associated with the request (and if so, what it is).

7.1.2.2. A signed statement from a medical professional (physician or an occupational health specialist such as an occupational health nurse or occupational nurse practitioner or occupational physician assistant). The statement must be on the provider's letterhead and must include the following elements:

7.1.2.2.1. Requestor's name.

7.1.2.2.2. The nature, severity, and duration of individual's impairment;

7.1.2.2.3. The activities that the impairment limits;

7.1.2.2.4. The extent to which the impairment limits the individual's ability to perform the activities; and

7.1.2.2.5. Why the individual requires reasonable accommodation or the particular reasonable accommodation requested, as well as how the reasonable accommodation will assist the employee to perform the essential functions of his/her job or enjoy a benefit of the workforce, or, in the case of an applicant, assist him/her with the application process.

7.2. The deciding official may request medical documentation if it is not provided by the employee/applicant only when the disability is not known, when the disability is not apparent, or when the deciding official does not understand how the requested accommodation will enable the requestor to perform the essential functions of his/her job or, in the case of an applicant, assist in the job application process. Attachment 9 provides a sample "Request for Medical Information."

7.3. Documentation during the Consideration and Decision Phases:

7.3.1. Includes a decision memorandum signed by the deciding official.

7.3.2. The decision memorandum shall consider all the criteria in Attachment 2, and shall be in the format outlined in Attachment 3. Each item in paragraph A2.7 must be addressed in the decision memorandum.

7.4. Documentation during the Reconsideration and Appeal Phases:

7.4.1. Reconsideration requests and appeals must include all previously submitted documents and decision memorandum.

7.4.2. Requests for reconsideration and appeals must include the reason for the request/appeal, any new information, and the specific form of RA requested.

7.4.3. A decision memorandum by the reconsideration decision authority is required using the format in Attachment 3.

7.4.4. A decision memorandum by the appeal authority is required using the format in Attachment 3.

7.5. Special Considerations for Medical Documents.

7.5.1. Medical documents must be protected as required by the Privacy Act and the Health Insurance Portability and Accountability Act. It is expected that the immediate supervisor and human resources, will have access to medical documents necessary to consider the reasonable accommodation request. At the request of the deciding official, other individuals, such as the DPM and SOL, may be granted access to medical information if those individuals need access to the information to provide guidance or consultative services to the deciding official.

7.5.2. Where medical information is disclosed, the disclosing official shall inform those individuals to whom the information was released that the information is confidential and covered by various federal laws and executive orders. Medical information is not disclosed except:

7.5.2.1. With consent of the individual, first aid and safety personnel may be told if the disability might require emergency treatment;

7.5.2.2. Government officials may be given information necessary to investigate DOI compliance with the Rehabilitation Act;

7.5.2.3. To workers' compensation offices or insurance carriers when part of a workers' compensation claim;

7.5.2.4. To EEO officials to maintain records, evaluate, and report on bureau's performance; or

7.5.2.5. To comply with a federal court order.

7.5.2.6. Protected genetic information and information about an employee's request for or receipt of genetic services may be provided in limited circumstances to:

7.5.2.6.1. The employee;

7.5.2.6.2. A person conducting research that complies with 45 C.F.R. Part 46, which concerns research, involving human subjects;

7.5.2.6.3. Individuals or organizations if required by federal law;

7.5.2.6.4. The United States Congress or US Federal Court in response to a congressional subpoena or an order from a court with competent jurisdiction; or

7.5.2.6.5. Executive branch officials investigating compliance with Executive Order 13145.

7.5.3. While medical documents, when necessary, are expected to be part of the process, once received, they must be separated from other documents, placed in a sealed envelope marked "HIPAA/PA Documents," and maintained in secure storage separate from official personnel files by the servicing human resource office.

7.5.4. After the reasonable accommodation process is complete, medical documents are sealed in a separate envelope from other case documents and filed in a secure location, separate from official personnel files by the servicing human resource office.

7.6. All requests for, and provision of, reasonable accommodations and associated documents are confidential and must be appropriately protected from disclosure. For example, a manager or employee involved in the process must not disclose that an employee is receiving a reasonable accommodation.

7.7. Organizations are required to maintain information and provide reports as outlined in CRD 2014-02 and PB 14-01.

8. Conditions Associated With, and Types of Reasonable Accommodation:

8.1. Conditions Associated with Reasonable Accommodation.

8.1.1. Accommodations shall not include changing the essential functions of a job.

8.1.2. The need for accommodation can be reduced if organizations implement practices that will reduce barriers to effective workplace practices and job design.

8.1.3. Organizations (bureaus and staff offices) should consider establishing a central pool of readers and interpreters, and implementing funding mechanisms that will avoid charging individual offices for the cost of accommodations.

8.1.4. Organizations are expected to limit impediments that may cause unnecessary delay in providing reasonable accommodation, by reviewing and modifying, in advance of a specific request, policies that might affect the bureau's ability to respond promptly to requests for reasonable accommodation. For example: the purchasing or leasing of equipment; the hiring of, or contracting for, readers, interpreters, or other assistants; and the flexibility to approve leave or to restructure work schedules.

8.2. Accommodations are individualized to meet the needs of the requestor. The deciding official will consider a broad range of options to appropriately accommodate the requestor.

8.2.1. Expense may be a factor when considering reasonableness. For example, if both a special piece of hardware and a specialized software program can provide an appropriate and effective accommodation, the less expensive alternative may fall within the realms of being a reasonable accommodation and therefore should normally be provided. Employees/applicants are entitled to effective and reasonable accommodations, but not necessarily entitled to the accommodation of his/her choice.

8.2.2. Examples of the kinds of actions that may constitute reasonable accommodation are (not an exhaustive list):

8.2.2.1. Making facilities readily accessible to and usable by a person with a disability.

8.2.2.2. Job restructuring (does not include changing the essential duties of the position), including part-time or modified work schedules.

8.2.2.3. Acquisition or modification of equipment or devices.

8.2.2.4. Appropriate adjustment or modification of examinations (does not include changing examination questions).

8.2.2.5. Provision of readers and interpreters.

8.2.2.6. Accommodations for meetings, conferences, training and seminars (e.g. interpreters, specific seating arrangements, tables that accommodate wheel chairs).

8.2.2.7. As a last resort, reassignment which may include reassignment out of the home bureau if the Department has an appropriate placement. Reassignment is not available to job applicants - only current employees.

8.2.2.7.1. When no other form of accommodation is appropriate, reassignment must be provided, absent undue hardship, to an employee who, because of a disability, can no longer perform the essential functions of the position he/she holds, with or without reasonable accommodation.

8.2.2.7.2. Reassignments may be made only to a vacant position. The law does not require that agencies create new positions or move employees from their jobs in order to create a vacancy.

8.2.2.7.3. Detailed guidance for implementing this accommodation is included in Personnel Bulletin 08-09, May 2008. The deciding official should be aware of several key policies associated with a reassignment which include:

8.2.2.7.4. If the deciding official determines that no reasonable accommodation will enable the employee to perform the essential functions of his/her position, the deciding official must, in consultation with the employee, consider reassignment of the employee to a vacant funded position for which he/she is qualified. The determination on qualifications will be made by the deciding official, in consultation with the Servicing Human Resources Officer and DPM. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position.

8.2.2.7.5. Reassignment to a vacant funded position may occur first within the bureau and geographical area where the employee is already employed. In the event a position cannot be found in the employee's current bureau and geographical area, a suitable position may be identified in a different bureau within the employee's current geographical area. In the event a position cannot be found within the employee's current geographical area, a suitable position may be identified in a different geographical area, regardless of bureau. This may constitute a last resort accommodation.

8.2.2.7.6. If the employee is willing to be reassigned to a different geographical area, the Office Director, or designee, shall confer with the Servicing Human Resources Officer for that geographical area to determine whether the employee is qualified for any particular position(s) available in that area. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position. If a needed accommodation is found to be reasonable, such position must be offered to the employee.

8.2.2.7.7. If an employee is reassigned to a different geographical area, the employee must pay for any relocation expenses unless the transferring bureau routinely pays such expenses when granting voluntary transfers to other employees.

8.3. When considering whether an accommodation presents an undue hardship, the hardship must exist at the Department level, not bureau level, for the deciding official to deny providing

the accommodation. If the deciding official believes an undue hardship exists at the Department level, the bureau shall coordinate with the Department's DPM who is responsible for providing guidance on reasonable accommodation, including alternative accommodations.

8.4. Undue hardship occurs if a specific type of accommodation causes significant difficulty or expense by the Department to accomplish. In such a case, that particular accommodation does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors:

8.4.1. Nature and cost of the accommodation;

8.4.2. Overall size of the program with respect to the number of employees, number and type of facilities, and size of budget; and

8.4.3. Type of operation, including composition and structure of the workforce.

8.5 Every attempt must be made to implement approved reasonable accommodations in as short of a time as possible. Extenuating circumstances are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. These may include, but are not limited to, situations in which equipment is on back order, the vendor typically used by the organization has unexpectedly gone out of business, or the accommodation requires restructuring facilities.

8.6. An important part of the process is monitoring accommodations after they are in place. Because changes occur, supervisors may need to periodically check the effectiveness of implemented accommodations. For example, an accommodation may stop being effective if there are changes in the employee's limitations, workplace equipment, or the work itself. The most effective way for supervisors to monitor accommodations is to maintain interactive communication with the employee.

Attachment 1

References

A1.1. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791). Prohibits discrimination in employment within federal executive branch agencies in the hiring, placing, and advancing of individuals with disabilities.

A1.2. Americans with Disabilities Act (ADA) Amendments Act, 2008. Re-emphasizes the prohibition of discrimination against individuals with disabilities and further defines disability and other terms used in Section 501 of the Rehabilitation Act of 1973.

A1.3. U.S. Equal Employment Opportunity Commission (EEOC) Regulations at 29 CFR Part 1614 (Federal Sector Equal Employment Opportunity). Establishes the rules and procedures for federal executive branch agencies to create and maintain equal employment opportunity complaint processing procedures and affirmative employment programs.

A1.4. EEOC Management Directive 715. Provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity and equal access for all employees.

A1.5. Genetic Information Non-discrimination Act (GINA), 2008. Prohibits employers and other entities covered by GINA from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law.

A1.6. Executive Order 13145, To Prohibit Discrimination in Federal Employment Based on Genetic Information. Prohibits federal executive branch agencies from discriminating against applicants and employees on the basis of genetic information.

A1.7. DOI Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodation. This PB, issued May 5, 2008, provides detailed guidance on when an employee must be reassigned as a reasonable accommodation. Reassignment is not available to applicants - only current employees.

A1.8. Privacy Act of 1974. Addresses confidentiality of medical documentation, to include collection and storage.

Attachment 2

Decision Making Guidelines

A2.1. Accommodations are determined on a case-by-case basis, taking into consideration the needs of the applicant or employee, his/her specific disability, the essential duties of the position in question, the work environment, and the reasonableness and effectiveness of the proposed accommodation. In all cases where the requested accommodation is not approved, the employee/applicant must be consulted before an alternative is provided.

A2.2. An accommodation must be work-related. DOI does not provide personal use items needed in accomplishing daily activities both on and off the job as a reasonable accommodation. For example, DOI does not provide an employee with a prosthetic limb, a wheelchair, eyeglasses, hearing aids, or similar devices if they are also needed off the job. Furthermore, DOI does not provide personal use amenities, such as a coffee maker or refrigerator, if those items are not provided to employees without disabilities. However, items that might otherwise be considered personal may be required as reasonable accommodations where they are specifically designed or required to meet job-related requirements.

A2.3. Accommodation must be considered in training, merit staffing processes, and all aspects of employment that would be adversely affected if the bureau failed to provide reasonable accommodation.

A2.4. When providing auxiliary aids (e.g., assistive technology, ergonomic equipment, TTY, interpreter), preference should be given to what was requested by the individual with the disability, unless the item requested is ineffective or unreasonable.

A2.5. Accommodations must be made to known physical and intellectual limitations. DOI bureaus/ shall not make an accommodation for a job interview, or for an existing job, until the applicant or employee has communicated his/her needs.

A2.6. Human Resource officials shall ensure that vacancy announcements explain how applicants may apply for a reasonable accommodation if needed during the application process.

A2.7. Deciding officials shall consider the following criteria when deciding whether to approve a reasonable accommodation request:

A2.7.1. Is the accommodation necessary for the performance of essential duties?

A2.7.2. What effect will the accommodation have on the bureau's operation and the employee's job performance?

A2.7.3. To what extent does the accommodation compensate for the abilities of an employee with a disability?

A2.7.4. Will the accommodation give the employee the opportunity to function, participate, or compete on an equal basis with co-workers?

A2.7.5. Are there alternatives that would accomplish the same purpose?

A2.7.6. The employee's or applicant's specific disability and existing abilities.

A2.7.7. The essential duties of the particular job.

A2.7.8. The work environment.

A2.7.9. Whether the requested accommodation would result in undue hardship for the organization (see paragraph 8.3.).

Attachment 3

Decision Documentation Template

1. Name of individual requesting reasonable accommodation:

2. Office of requesting individual:

3. Date reasonable accommodation request received: _____

4. Who received request: _____

5. Job held or desired by individual requesting reasonable accommodation (including occupational series, grade level, and office):

6. Reasonable accommodation needed for: (check one)

_____ Application process

_____ Performing job functions or accessing the work environment

_____ Accessing benefit or privilege of employment (e.g., attending a training program or office event outside of the workplace)

7. Type(s) of reasonable accommodation requested (e.g., adaptive equipment, staff Assistant and removal of architectural barrier):

8. Date reasonable accommodation request sent to Deciding Official: _____

9. Name of Deciding Official: _____

10. Reasonable accommodation: (check one)

_____ Approved

_____ Denied (If denied, attach a copy of the written denial)

_____ Offered an alternative accommodation (attach a detailed explanation)

11. Date reasonable accommodation approved or denied: _____

12. Describe the reasonable accommodation provided:

13. Date reasonable accommodation provided: _____

14. If time frames outlined in the Reasonable Accommodation Procedures were not met, explain why.

15. Was medical information required to process this request? If yes, explain why. List the documents submitted on behalf of the individual.

16. Sources of technical assistance, if any, consulted in trying to identify possible reasonable accommodations (e.g., Job Accommodation Network, disability organization, Disability Program Manager):

17. Comments:

Deciding Official's Signature: _____

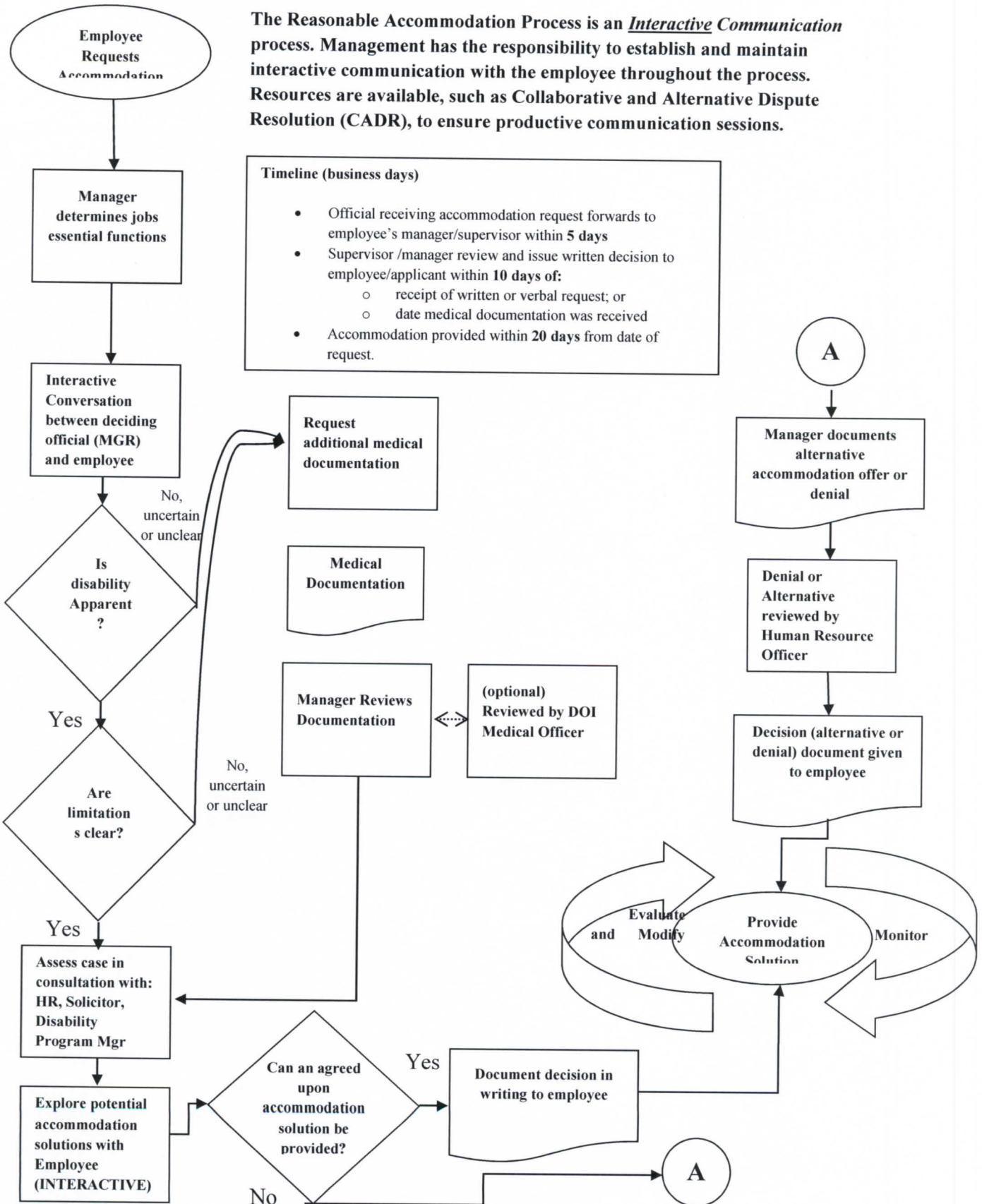
Date: _____

Phone Number: (____) _____

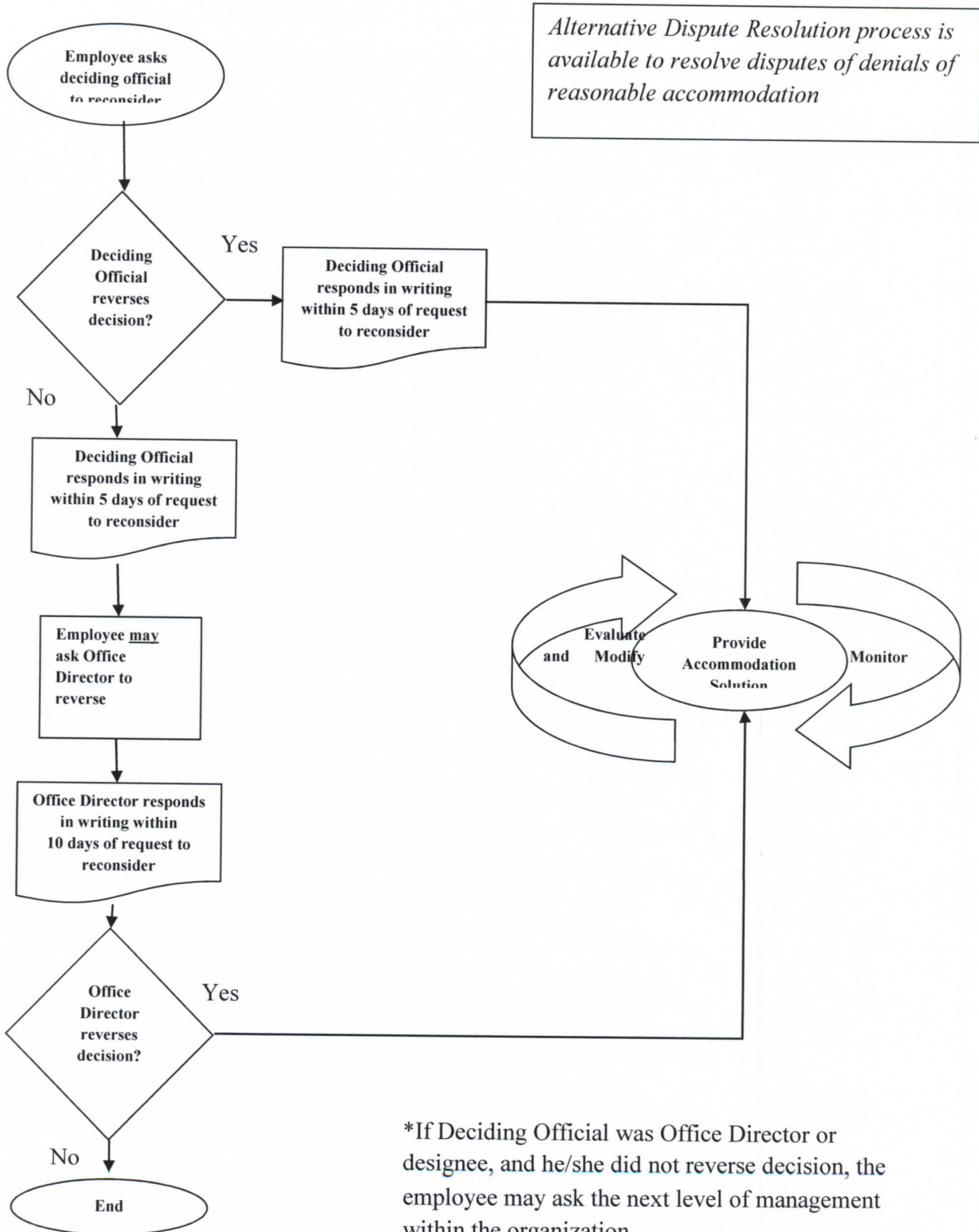
Attachment 4 Process Flow Chart

A 4.1- Reasonable Accommodation Process

The Reasonable Accommodation Process is an *Interactive Communication* process. Management has the responsibility to establish and maintain interactive communication with the employee throughout the process. Resources are available, such as Collaborative and Alternative Dispute Resolution (CADR), to ensure productive communication sessions.



A 4.2- Reconsideration Process



Attachment 5

Selected Reasonable Accommodation Resources

A5.1. U.S. Equal Employment Opportunity Commission. 1-800-669-3362 (Voice), 1-800-800-3302 (TTY), Web: <http://www.eeoc.gov/>

A5.1.1. The EEOC's Publication Center has many free documents on the Title I employment provisions of the ADA, including both the statute, 42 U.S.C. 12101 et seq., and the regulations, 29 C.F.R. 1630. In addition, the EEOC has published a great deal of basic information about reasonable accommodation and undue hardship. The three main sources of interpretive information are: (1) the Interpretive Guidance accompanying the Title I regulations (also known as the "Appendix" to the regulations), 29 C.F.R. pt. 1630 app. 1630.2(o), (p), 1630.9; (2) Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act, and (3) A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act. The Technical Assistance Manual includes a 200-page Resource Directory, including federal and state agencies and disability organizations that can provide assistance in identifying and locating reasonable accommodations.

A5.1.2. The EEOC also has discussed issues involving reasonable accommodation in the following guidance and documents: (1) Enforcement Guidance: Pre-employment Disability-Related Questions and Medical Examinations; (2) Enforcement Guidance: Workers' Compensation and the ADA; (3) Enforcement Guidance: The Americans with Disabilities Act and Psychiatric Disabilities; (4) Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964; and (5) Enforcement Guidance: Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act.

A5.1.3. All of the above-listed documents, with the exception of the Technical Assistance Manual is also available through the Internet at <http://www.eeoc.gov/policy/guidance.html/>. All of these documents provide guidance that applies to federal agencies through the Rehabilitation Act of 1973, 29 U.S.C. 791.

A5.1.4. The EEOC website also provides guidance on Executive Order 13145: To Prohibit Discrimination in Federal Employment Based on Genetic Information.

A5.2. Job Accommodation Network (JAN). 1-800-232-9675 (Voice/TTY), Web: <http://askjan.org>. JAN is a free consulting service that provides information about job accommodations, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and the employability of people with disabilities.

A5.3. Computer/Electronic Accommodations Program (CAP). (703) 681-8813 (Voice/TTY), Fax: (703) 681-9075, Web: <http://www.cap.mil>. CAP has a memorandum of understanding with the DOI to provide assistive technology and accommodation services for employees with disabilities.

A5.4. ADA Disability and Business Technical Assistance Centers (DBTACs). 1-800-949-4232 (Voice/TTY), Web: <http://www.adainfo.org>. The DBTACs consist of 10 federally funded regional centers that provide information, training, and technical assistance on the ADA. Each center works with local business, disability, governmental, rehabilitation, and other professional networks to provide current ADA information and assistance, and places special emphasis on

meeting the needs of small businesses. The DBTACs can make referrals to local sources of expertise in reasonable accommodations.

A5.5. Registry of Interpreters for the Deaf. (703) 838-0030 (Voice), (703) 838-0459 (TTY), Web: <http://www.rid.org>. The Registry offers information on locating and using interpreters and transliteration services.

A5.6. RESNA Technical Assistance Project. (703) 524-6686 (Voice), (703) 524-6639 (TTY), Web: <http://www.resna.org>. RESNA, the Rehabilitation Engineering and Assistive Technology Society of North America, can refer individuals to projects in all 50 states and the six territories offering technical assistance on technology-related services for individuals with disabilities. Services may include:

- information and referral centers to help determine what devices may assist a person with a disability (including access to large data bases containing information on thousands of commercially available assistive technology products);
- centers where individuals can try out devices and equipment;
- assistance in obtaining funding for and repairing devices; and
- equipment exchange and recycling programs.

A5.7. Department of the Interior Access Center. (202) 208-5481 (Voice), (202) 208-6248 (TTY), Web: <http://www.doi.gov/access>. The DOI Access Center opened in October 2000 to support employees with disabilities by determining the appropriate assistive technology and ergonomic solutions for the individual. These accommodations are surprisingly affordable ways to enable employees with a disability to have equal access to information technology that is essential in today's workplace.

Attachment 6

Utilizing Sign Language Interpreters

A6.1. The individual or office scheduling a meeting or an event that will require interpreting services (staff meeting, training, office function, etc.) is responsible for arranging for the presence of interpreters.

A6.2. A DOI employee who knows sign language or who is taking a sign language class is not an acceptable substitute for an interpreter; the individual must be certified as a sign language interpreter. DOI bureaus may contract for such services.

A6.3. Bureaus will provide an interpreter for an employee who is hearing impaired and who, as part of his/her job, attends a DOI meeting or event outside of the workplace. If the employee attends a conference or training program sponsored by an outside organization, the sponsoring organization is principally responsible for providing interpreters. DOI will provide interpreters, however, if the sponsoring organization fails to do so.

Attachment 7

Sample Denial Letter

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Denial of Reasonable Accommodation Request

On *(insert date)* you requested the following type(s) of reasonable accommodation(s):

(List requested accommodations)

I am denying your request for reasonable accommodation because. *(check all that are applicable)*

_____ Accommodation Ineffective

_____ Accommodation would cause undue hardship

_____ Medical Documentation Inadequate

_____ Accommodation would require removal of essential function

_____ Accommodation would require lowering of performance or production standard

_____ Other (Please identify) _____

The detailed reason(s) for the denial of reasonable accommodation are *(insert specific details, e.g., why accommodation is ineffective or causes undue hardship)*.

On *(insert date)* you were offered an alternative reasonable accommodation, which you rejected on *(insert date)*. *(explain both the reasons for denial of the requested accommodation and why you believe the chosen accommodation would be effective, if the individual proposed one type of reasonable accommodation that is being denied, but rejected an offer of a different type of reasonable accommodation)*. ***(Used only if this applies)***

If you wish to request reconsideration of this decision, you may take the following steps:

- First, ask the deciding official to consider his/her denial. (Additional information may be presented to support this request)
- If the deciding official does not reverse the denial, the individual may ask the next higher level of management to do so.

You may also request alternative dispute resolution (ADR) to help ensure a productive communication process. ADR can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. To request ADR, contact your servicing Disability Program Manager, Human Resources Officer, Equal Employment Opportunity Officer, or the DOI Office of Collaborative Action and Dispute Resolution.

If you wish to file an EEO complaint, or pursue MSPB and union grievance procedures, the following steps must be taken:

- For an EEO complaint pursuant to 29 CFR 1614, contact an EEO counselor in your Equal Employment Opportunity office within 45 days from the date of this notice of denial of reasonable accommodation; or
- For a collective bargaining claim, file a written grievance in accordance with the provisions of the Collective Bargaining Agreement; or
- Initiate an appeal to the Merit Systems Protection Board within 30 days of an appealable adverse action as defined in 5 CFR § 1201.3.

Signature of Deciding Official

Date reasonable accommodation denied _____

Attachment 8

Sample Offer of an Alternate Accommodation

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Alternative Reasonable Accommodation Offer

After careful consideration of your request for a reasonable accommodation, I have determined that the following alternative reasonable accommodation(s) provide will enable you to successfully perform the essential functions.

(List the alternative reasonable accommodations).

This decision is based on my discussions with you, a review of your medical documentation (if provided), and consultation with the disability program manager. The reasons for offering an alternative reasonable accommodation are:

(List the reasons)

Please initial the appropriate item below, if you accept the alternative accommodation your request will be considered approved and I will immediately arrange for the accommodation. If there are delays in providing you this accommodation, you will be notified.

_____ I accept the proposed alternative reasonable accommodation

_____ I reject the proposed alternative reasonable accommodation

Signature of Deciding Official

Date: _____

Attachment 9

Request for Medical Information

Memorandum

To: Name, Title

From: Name, Title

Subject: Reasonable Accommodation Request

The purpose of reasonable accommodation is to enable qualified individuals with a disability to perform the essential functions of a particular job. You indicate that you requested an accommodation. However, the Agency is very unclear when you placed a request for accommodation. In addition, the Agency does not know what accommodation(s) you are requesting. To properly consider your request for accommodation, the Agency needs information relating to the nature of your impairment and your functional limitations within your job. You stated that you have bipolar disorder. At this time, the Agency needs further information to determine effective accommodation options.

It is your responsibility under 5 C.F.R. 339.104 to provide acceptable medical documentation as to the nature of your medical condition(s) and to specify any accommodation(s) you and your medical provider have determined may be required in order for you to perform the essential functions of your job. Please have your medical practitioner supply to your immediate supervisor, NAME the following:

- The nature of your impairment (i.e. your mental impairment);
- The activity or activities that the impairment limits;
- An explanation of the extent to which the impairment limits your ability to perform the essential functions of your job;
- The need for an accommodation(s);
- An explanation how the requested accommodation(s) will assist you to perform the essential functions of your job.

Per 5 C.F.R. 339.104, "to be acceptable, the diagnosis or clinical impression must be justified according to established diagnostic criteria and the conclusions and recommendations must not be inconsistent with generally accepted professional standards." Please ensure that any psychiatric report meet the diagnostic criteria as outlined in the Diagnostic and Statistical Manual of Mental Disorders, Fourth Addition (DSM-IV). In addition, please provide the requested documentation on your medical practitioner's letterhead stationery and ensure your medical practitioner dates and signs the report.

Pursuant to 29 C.F.R. 1635.8(b)(i)(B), "[t]he Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the

individual, except as specifically allowed by this law. To comply with this law, we are asking that you not provide any genetic information when responding to this request for medical information. 'Genetic information' as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.”

Attached is a copy of your current Position Description. So that your medical practitioner has sufficient information to respond to the above items concerning your ability to perform the essential functions of your position, and any accommodation(s) that might be requested, it is important that you provide him or her with your position description.

All information submitted in response to this letter will be handled as medically confidential and will only be used for the purpose of evaluating your request for accommodation. Please submit any medical documentation in a sealed envelope marked as “Medically Confidential.” You remain responsible for any costs incurred in connection with obtaining this documentation. If you fail to provide this requested medical information, the Agency will make decisions on the basis of existing information. Please note that the Agency may submit the medical information for review by our Agency medical expert.

Please provide the requested medical information to your immediate supervisor, NAME by DATE. If you need additional time to gather the requested medical information, please place your request to NAME

If you have any questions concerning this request, please contact me at (###)

Attachment: Position Description



United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240


DEC 10 2018



In Reply Refer To:
FWS/ODIWM/069364

Memorandum

To: All U.S. Fish and Wildlife Service Employees

From:  Principal Deputy Director

Subject: Reasonable Accommodation Policy for Scheduled Events

The U.S. Fish and Wildlife Service (Service) is committed to ensuring its programs, facilities, and activities are accessible to all individuals, including persons with disabilities. Headquarters (HQ) and Regional Offices (RO) are required to have a primary point of contact to ensure that Service-sponsored activities, events, and electronic information technologies meet the required accessibility standards. All Service event sponsors or coordinators are responsible for working with their HQ or RO point of contact to ensure that events are accessible to all Service employees. When announcing an event or meeting, it is required that all Service-sponsored activities include an accessibility statement explaining how individuals with disabilities may request an accommodation or program modification.

The following statement is required for inclusion in all HQ and RO event announcements, and electronic and hard copy fliers:

"The U.S. Fish and Wildlife Service is committed to providing access to this meeting [or event] for all participants. Please direct all requests for sign language interpreting services, close captioning, or other accommodation needs to [name, phone, e-mail], TTY 800-877-8339 by close of business [deadline]."

Please note that sign language interpreters should be requested at least five business days in advance of the event. Interpreters must be provided for Service-sponsored events that are open to all employees or the public and for all events at which the Director or Deputy Directors are scheduled to speak. Furthermore, event coordinators should not wait for requests from employees when it is known that employees with hearing impairments are expected to be present.

Service events include, but are not limited to: Service-sponsored events on and outside of Service property; management- or employee-sponsored meetings and briefings; special emphasis observances; announcements of reports or major initiatives; conferences; training programs; and office social functions such as retirement celebrations and holiday parties. If you have any questions or need more information, please contact Ms. Julia Bumbaca, the Service's Diversity Program Manager, at 703-358-2349 (Voice), TTY 800-877-8339, or Julia_Bumbaca@fws.gov.



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

JAN 10 2018

PERSONNEL BULLETIN NO. 17-18

SUBJECT: Personal Assistance Services

1. PURPOSE. This Personnel Bulletin outlines the Department of the Interior's procedures for the administration and management of Personal Assistance Services (PAS) as directed by the Final Rule for Equal Employment Opportunity Commission (EEOC) 29 CFR Part 1614, Affirmative Action for Individuals with Disabilities in Federal Employment.

2. AUTHORITIES/REFERENCES.

- a. 29 CFR Part 1614, Affirmative Action for Individuals with Disabilities in Federal Employment

3. SCOPE. This Personnel Bulletin directs Bureaus to provide PAS to employees who, because of targeted disabilities, require such assistance during work hours or in order to participate in work-related travel.

4. DEFINITIONS.

4.1. Personal Assistance Services. Services that assist a person with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example assistance with removing and putting on clothing, eating, and using the restroom. These services differ from services that help the individual perform job-related tasks (e.g., sign language interpreters for individuals who are deaf, or readers for individuals who are blind or have learning disabilities) or specific job functions (e.g., reviewing documents).

4.2. Personal assistance provider. An employee or independent contractor whose primary job functions include provision of PAS.

4.3. Targeted disability. A disability that is designated as a "targeted disability or health condition" on the U.S. Office of Personnel Management's Standard Form 256 or that falls under one of the first 12 categories of disability listed in Part A of question 5 of the EEOC's Demographic Information on Applicants form.

4.4. Reasonable accommodation. A modification or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question.

4.5 Undue hardship. A specific type of accommodation that causes significant difficulty or expense to accomplish. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship.

5. POLICY.

5.1. PAS shall be provided to employees who, because of targeted disabilities, require such assistance during work hours or in order to participate in work-related travel—unless doing so would pose an undue hardship. Supervisors may also provide PAS to other employees with disabilities that do not meet the definition of “targeted” disability if they so choose. The Department’s obligation to provide reasonable accommodation to qualified individuals with disabilities is unaffected by this requirement.

5.2. PAS differ from medical services and services that are typically performed by someone who often has the job title of "personal assistant." PAS are non-medical services such as helping an individual take off and put on a coat, eat, and use the restroom. These services are needed by individuals whose specific disabilities make it difficult for them to perform such daily living activities on their own. PAS providers may perform tasks unrelated to PAS, but only to the extent that doing so does not result in failure to provide PAS required in a timely manner.

5.3 Requesting PAS: Employees interested in requesting PAS should follow the procedures outlined in Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities.

5.4. Choosing a PAS Provider: The supervisor ultimately chooses the PAS provider; however, when selecting someone who will provide PAS to a single individual, primary consideration must be given to the individual's preferences to the extent permitted by law. Several options exist for employing a PAS provider. For example, Bureaus may use an independent contractor or a federal employee. Supervisors should coordinate with their servicing Human Resources Office (HRO) to explore these and other options.

5.5. Undue Hardship Determinations: Undue hardship occurs if providing PAS causes significant difficulty or expense incurred by the Department. In such a case, the requested PAS does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors as:

5.5.1. Nature and cost of the accommodation;

5.5.2. Overall size of the program with respect to the number of employees, number and type of facilities, and size of budget;

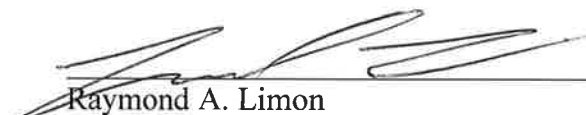
5.5.3. Type of operation, including composition and structure of the workforce; and

5.5.4. Impact of the accommodation on the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility's ability to conduct business.

5.5. When assessing whether a request for PAS presents an undue hardship, the resources of the Department, not just those of the Bureau or Office, should be considered. If the supervisor

believes an undue hardship exists, he/she will notify their servicing HRO who, in turn, shall coordinate with the Department's Reasonable Accommodation Program Manager who is responsible for providing guidance on PAS.

6 POINT OF CONTACT. The Department's Office of Human Resources, Workforce Relations Division serves as the point of contact for this policy.



Raymond A. Limon
Director, Office of Human Resources

Attachments:

EEOC Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act

Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities



Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act

September 18, 2017

On January 3, 2017, the Equal Employment Opportunity Commission (EEOC or Commission) amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 (Section 501), the law that prohibits the federal government from discriminating in employment on the basis of disability and requires it to engage in affirmative action for people with disabilities.

As part of the agencies' obligation to engage in affirmative action, federal agencies are required by the new regulations to provide Personal Assistance Services (PAS) to individuals who need them because of certain disabilities. See 29 C.F.R. § 1614.203(d)(5). PAS are services that help individuals who, because of targeted disabilities, require assistance to perform basic activities of daily living, like eating and using the restroom. This document answers some of the most common questions about this new regulatory requirement.

Background

1. What do the new regulations say about PAS?

The regulations require federal agencies to provide PAS, in addition to reasonable accommodations, to certain employees who have targeted disabilities unless doing so would impose an undue hardship on the agency. They also state that an agency cannot discriminate against an individual based on the need for PAS.

2. Why do the regulations include the requirement to provide PAS?

Some individuals with targeted disabilities cannot work unless PAS are provided to them in the workplace. The services will allow such individuals to enjoy the opportunity and independence offered by paid employment. They also will reduce the amount of taxpayer funds spent on public disability benefits by allowing such individuals to receive paid jobs in the competitive workplace.

3. When must agencies start complying with the new PAS requirement?

Agencies will be required to provide PAS beginning on January 3, 2018, one year after the regulations were issued. This is called the "applicability date." The delayed applicability date will allow agencies to modify their existing practices. EEOC will provide agencies with training and technical assistance during the time leading up to the applicability date.

4. Are there any reporting requirements regarding the agency's implementation of the PAS procedures?

Yes. Each agency will be required to prepare annually, and submit to EEOC for approval, an affirmative action plan that includes a copy of its PAS procedures and information on its efforts to implement them.

Do the New Regulations Apply to My Organization?

5. Do the new regulations apply to all federal agencies?

Yes. All federal agencies, including federal agencies with fewer than 1000 employees, are subject to the new regulations, including the sections that require PAS. There are no waiver provisions for small agencies or blanket exclusions; all agencies are expected to budget for PAS just as they would for reasonable accommodations under the Rehabilitation Act.

6. Does the PAS requirement apply to private businesses?

No. These regulations apply only to the federal government and do not apply to private businesses.

7. Does the PAS requirement apply to federal contractors, recipients of federal funds, or state and local government employers?

No. Note, though, that federal contractors are subject to a different set of affirmative action requirements under Section 503 of the Rehabilitation Act. The new Section 501 regulations do not affect those requirements.

What Are PAS?

8. Do the new regulations define PAS?

Yes. The regulations state that "PAS" means "assistance with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, and using the restroom." The regulations do not attempt to list every activity that might constitute PAS. For example, someone providing PAS might push a wheelchair or assist someone with getting into or out of a vehicle at the worksite.

9. Do PAS include medical services?

No. PAS do not include, for example, performing medical procedures (e.g., administering shots) or medical monitoring (e.g., monitoring blood pressure).

10. Do PAS include helping an individual with a targeted disability to perform his or her own job functions?

No. PAS allow individuals to perform activities of daily living that an individual would typically perform if he or she did not have a disability. PAS do not help individuals with disabilities perform their specific job functions, such as reviewing documents or answering questions that come through a call-in center. PAS differ from services that help an individual to perform job-related tasks, such as sign language interpreters who enable individuals who are deaf to communicate with coworkers, and readers who enable individuals who are blind or have learning disabilities to read printed text. Those services are required as reasonable accommodations, if the individual needs them because of a disability and providing them does not impose undue hardship on the agency. An agency's obligation to provide reasonable accommodations is unaffected by the new regulations.

When Must an Agency Provide PAS?

11. Do the new regulations place limits on an agency's obligation to provide PAS?

Yes. Agencies are only required to provide PAS to an individual if-

- o the individual is an employee of the agency;
- o the individual has a targeted disability;
- o the individual requires the services because of his or her targeted disability;
- o the individual will be able to perform the essential functions of the job, without posing a direct threat to safety, once PAS and any required reasonable accommodations have been provided; and
- o providing PAS will not impose undue hardship on the agency.

12. What are "targeted disabilities"?

Targeted disabilities are a subset of conditions that would be considered disabilities under the Rehabilitation Act. The federal government has recognized that qualified individuals with certain disabilities face significant barriers to employment, which for some people may include lack of access to PAS in the workplace, that are above and beyond the barriers faced by people with the broader range of disabilities. The federal government calls these "targeted disabilities."

A list of targeted disabilities can be found here: https://www.opm.gov/Forms/pdf_fill/sf256.pdf. Note, however, that not everyone with a targeted disability will be entitled to PAS under the new regulations, because only some individuals with targeted disabilities require assistance with basic activities like eating and using the restroom. Medical conditions that are more likely to result in the need for PAS include, for example, missing limbs or paralysis due to spinal cord injury.

13. Does the requirement apply to both existing employees and to new employees?

Yes. Agencies must provide PAS to an employee if the conditions listed in the answer to Question 11 have been met, regardless of when the employee was hired. Even if an existing employee who is entitled to PAS under the regulations has arranged for his or her own PAS in the past, the agency will be responsible for providing PAS beginning on the regulations' applicability date, provided that the conditions listed in the answer to Question 11 have been met.

14. Are agencies required to provide PAS during work-related travel?

When an agency's assignment of work-related travel results in an employee's inability to rely on his or her usual source of PAS during both work and off-work hours, agencies are required to provide PAS at all times during that work-related travel, independent of the new regulations, as a reasonable accommodation (absent undue hardship). Additionally, even if an employee's usual PAS provider is available during work-related travel, agencies are required to pay any additional costs related to providing PAS while on travel, such as transportation costs for the PAS provider, as a reasonable accommodation.

15. Are agencies required to provide PAS to help employees commute to work?

No. Agencies are only required to provide PAS when the individual is working, unless he or she is on work-related travel (see answer to Question 14).

16. Are agencies required to provide PAS during telework?

Yes, if the conditions listed in the answer to Question 11 have been met and the individual is entitled to telework under the agency's telework policy or as a reasonable accommodation. Agencies are cautioned not to revoke an individual's permission to telework because he or she is entitled to PAS under the new regulations.

17. Are agencies required to provide PAS during employer-sponsored events such as holiday parties?

Yes. Under the new regulations, federal agencies must, as a matter of affirmative action, provide PAS for employees to participate in employer-sponsored events, to the same extent as they must provide reasonable accommodations. The Rehabilitation Act requires reasonable accommodations that enable employees with disabilities to enjoy "benefits and

privileges of employment," equal to those enjoyed by similarly situated employees without disabilities. Benefits and privileges of employment include physical access to spaces available to all employees (such as cafeterias or break rooms), employer-sponsored training, and employer-sponsored social events.

Who Will Perform the Services?

18. Are PAS providers federal employees or contractors?

Agencies may use federal employees, independent contractors, or a combination of employees and contractors. Agencies also have discretion as to how to classify their PAS providers concerning pay grade, benefits, and leave.

19. May agencies ask existing employees to provide PAS?

It depends on the situation. It is not appropriate to require someone who does not provide PAS or similar services as part of his or her job to assist another employee with tasks such as eating and using the restroom.

However, the regulations do not prohibit agencies from assigning the responsibility to perform a personal assistance service to an existing employee who already performs a similar service as part of his or her regular job. Agencies that utilize this strategy should ensure that the resulting number of providers is sufficient to provide PAS in a timely manner to any agency employee who is entitled to them.

20. Are agencies permitted to utilize a pool of PAS providers, rather than assign one PAS provider to each employee who needs one?

Yes, as long as each individual who is entitled to PAS under the regulations receives them in a timely manner. If utilizing a pool of providers would foreseeably result in some individuals not receiving services when they are needed, the agency should increase the number of available providers or arrange for dedicated PAS providers.

21. Must an agency consider an employee's choice of a particular PAS provider?

If an agency is hiring a PAS provider who will be assigned to a single individual, and if that individual prefers a particular provider (e.g., because the provider has worked with him or her in the past), the agency must give primary consideration to the employee's choice to the extent permitted by law. However, it may not be possible to honor the individual's preferences in all cases. An agency may choose a different provider if, for example, the individual's preferred provider is not qualified or less qualified than another applicant, if the agency decides to utilize a pool of shared providers instead of dedicated providers, for reasons of cost or convenience (see answer to Question 20), or if the agency decides to have appropriate existing employees provide PAS, again, for reasons of cost or convenience (see answer to Question 19).

22. Is the agency required to find a PAS provider of the same gender as the employee?

Although PAS include assistance with activities that may be considered personal, PAS providers render this assistance in a professional capacity. The central question is whether the individual can provide the necessary services. Generally, providers of one gender are no more qualified than those of another to provide such services. However, as noted in the answer to Question 21, when hiring a PAS provider who will be assigned to a single individual, the agency must give primary consideration to the employee's preferences to the extent permitted by law.

23. Is an employee permitted to bring his or her own PAS provider to work instead of having the agency provide one?

An individual may request permission to bring his or her own PAS provider to work as a reasonable accommodation if the individual does not request that the agency assume the cost of providing the services. However, if the individual wants the agency to assume the cost of providing the services, the agency may have reasons to choose a different provider (see answer to Question 21).

24. What if the position held or sought by the individual with a targeted disability requires a security clearance?

If an individual's PAS provider would have access to classified information, the agency should find a provider who has, or who likely could get, the appropriate security clearance. The Commission acknowledges that, under some circumstances, finding such a provider may be sufficiently difficult as to constitute an undue hardship. If an individual with a targeted disability is unable to perform essential job functions because an appropriate provider cannot be found, the agency may consider the individual to be unqualified for the position.

25. What happens if the person who provides PAS for an employee is unavailable?

An agency should instruct PAS providers to notify it of any absences as soon as possible, so that it can make alternative arrangements. Such arrangements could include, for example, contracting with different providers on a short-term basis, adjusting the schedules of shared PAS providers if the agency utilizes any, or allowing the individual to telework if the employee can work at home without the need for PAS provided by the agency.

26. Are agencies permitted to assign non-PAS job functions to PAS providers?

Yes. Many agencies that currently provide PAS employ individuals who also do other work-related tasks. Sometimes these work-related tasks are those that are required as a reasonable accommodation (see the answer to Question 10). Other times, the work-related tasks are the type that any assistant would provide. However, if an agency does assign additional duties to its PAS providers, it should ensure that those duties do not interfere with provision of PAS, and that all individuals who are entitled to PAS continue to receive them in a timely manner.

27. Where can an agency find PAS providers?

12/14/2017 Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation ...

Applicants for PAS provider positions may be found in the same way that applicants for other positions are located-by advertising the opening on USAJOBS and other job posting boards. Additional resources include local vocational rehabilitation offices, American Job Centers, centers for independent living, home care agencies, and the individual who requested PAS. Additionally, some contractors are available through GSA Advantage.

What Is the Process for Getting PAS?

28. How does an employee request PAS?

As with reasonable accommodation, an individual may request PAS by informing a supervisor, human resources professional, or other suitable individual that he or she needs assistance with daily life activities because of a medical condition. The individual does not need to mention Section 501 or the EEOC's regulations explicitly, or use terms such as "PAS" or "affirmative action" to trigger the agency's obligation to consider the request.

29. Is providing PAS an HR/OCHCO function or an EEO/OCR function?

Each agency may determine whether to assign the responsibility of processing requests for PAS and arranging for PAS to HR/OCHCO or EEO/OCR staff, provided that they are given sufficient resources and training to comply with the new regulations. However, the regulations provide that the process for requesting PAS, the process for determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship, are the same as for reasonable accommodations. See 29 C.F.R. § 1614.203(d)(5)(v). Agencies therefore may find it most effective to assign responsibility for providing PAS to a Disability Program Manager, if the agency has one, or to the individual(s) responsible for processing requests for reasonable accommodation.

30. Are agencies required to have written procedures for processing requests for PAS?

Yes. Many federal employees will be unfamiliar with the new PAS requirement, so it is important to have written procedures in place by the time the regulations come into effect. An agency may create separate PAS procedures or, alternatively, state in its reasonable accommodation procedures that the process for requesting PAS, the process for determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship, are the same as for reasonable accommodations.

31. When may an agency deny a request for PAS?

The agency is only required to provide PAS if the requesting employee is entitled to them under the regulations. Therefore, an agency may deny a request for PAS if-

- o the requestor is not an employee of the agency;
- o the requestor does not have a targeted disability;
- o the targeted disability does not create a need for PAS;
- o the requester is not able to perform the essential functions of the job, even with PAS and any reasonable accommodations;
- o the requester would create a direct threat to safety on the job, even with PAS and any reasonable accommodations; or
- o providing PAS would impose undue hardship on the agency.

32. How does an agency determine whether an individual has a targeted disability that creates a need for PAS?

To determine whether a requesting individual is entitled to PAS, and, if so, the nature of the required services, an agency should ask the employee what types of PAS he or she needs using the same type of informal, interactive process used for reasonable accommodation. The agency should expect the process to be brief in most cases. An employee is not likely to request assistance with activities such as eating or using the restroom unless it is truly necessary, and, in general, such assistance is only necessary for individuals who have obvious targeted disabilities like paralysis and missing limbs. Where it is obvious that an employee has a targeted disability and needs the requested services, the agency may not require the individual to provide medical documentation in support of the request.

For further information on the interactive process, see the EEOC's [Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act](#).

33. How does an agency determine whether providing PAS would impose undue hardship on the agency?

Under the new regulations, the term "undue hardship" has the same meaning that it has in the reasonable accommodation context. Granting a request for PAS will impose undue hardship on an agency if it would result in "significant difficulty or expense." The regulations emphasize that, as with reasonable accommodation, the determination of whether granting an individual's request for PAS would impose "significant" difficulty or expense must take into account all resources available to the agency as a whole.

34. Are there enforcement provisions in the event that an agency denies a request for PAS?

Agencies that fail to meet any of the regulation's requirements risk having their affirmative action plans disapproved. EEOC will work with agencies to achieve compliance with all such requirements. However, where such efforts are not successful, the Chair of the EEOC may issue a notice to the head of any such noncompliant agency and publicly identify the agency. See 29 CFR § 1614.102 (e). As set forth in the preamble, the regulation takes no position on the availability of a private remedy for affirmative action obligations. The EEOC believes that its procedural regulations governing complaints of discrimination in the federal sector, found at 29 CFR §1614, subpart A, are the most appropriate place to address this question.

35. Are there confidentiality requirements and/or privacy considerations involved in providing PAS?

Yes. The Rehabilitation Act prohibits the disclosure of medical information except in certain limited situations. Generally, information that is otherwise confidential under the Rehabilitation Act may be shared only with individuals involved in the PAS process who need to know the information to consider PAS for a specific individual.

36. May an employer require an individual requesting PAS to self-identify as a person with a targeted disability on a form, such as OPM's SF 256?

No. An agency cannot require an employee to complete a self-identification form regarding whether he or she is an individual with a disability, such as OPM's voluntary "Self-Identification of Disability" form (SF-256) or any other self-identification form. The agency also cannot make completion of the form a condition of receiving PAS. Note, however, that the agency still may be able to count an individual who is receiving PAS in its annual disability workforce analysis, even if the individual does not self-identify as having a disability. See 29 C.F.R. § 1614.203(d)(6)(ii).

How are PAS Funded?

37. Which part of the agency's budget pays for PAS?

Agencies may structure their own budgets as they see fit. However, the resources available to the agency as a whole are considered when determining whether an agency can provide PAS without undue hardship. In the Commission's experience, it is easier for individuals within an agency to determine whether the agency as a whole has sufficient resources to cover a disability-related expense, such as the cost of a reasonable accommodation, if such funds are drawn from a centralized account. The EEOC has produced several resources explaining the undue hardship standard. See, e.g., EEOC, *Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act* (2002), <https://www.eeoc.gov/policy/docs/accommodation.html>.

38. Is an agency required to provide PAS if the individual can rely on outside sources to provide them at no cost or a reduced cost?

Agencies are entitled to consider all available resources when arranging for PAS, including outside sources that are already providing PAS or are willing to provide PAS at their own expense, such as a state or veterans' rehabilitation agency. However, agencies are ultimately responsible for ensuring that the services are provided in a timely manner and cannot rely on the fact that an outside source has promised to, or is otherwise obligated to, provide PAS as a reason for denying an employee's request.

39. Is an agency required to pay an employee's family member who provides PAS at work, but who also performs PAS off the job without compensation?

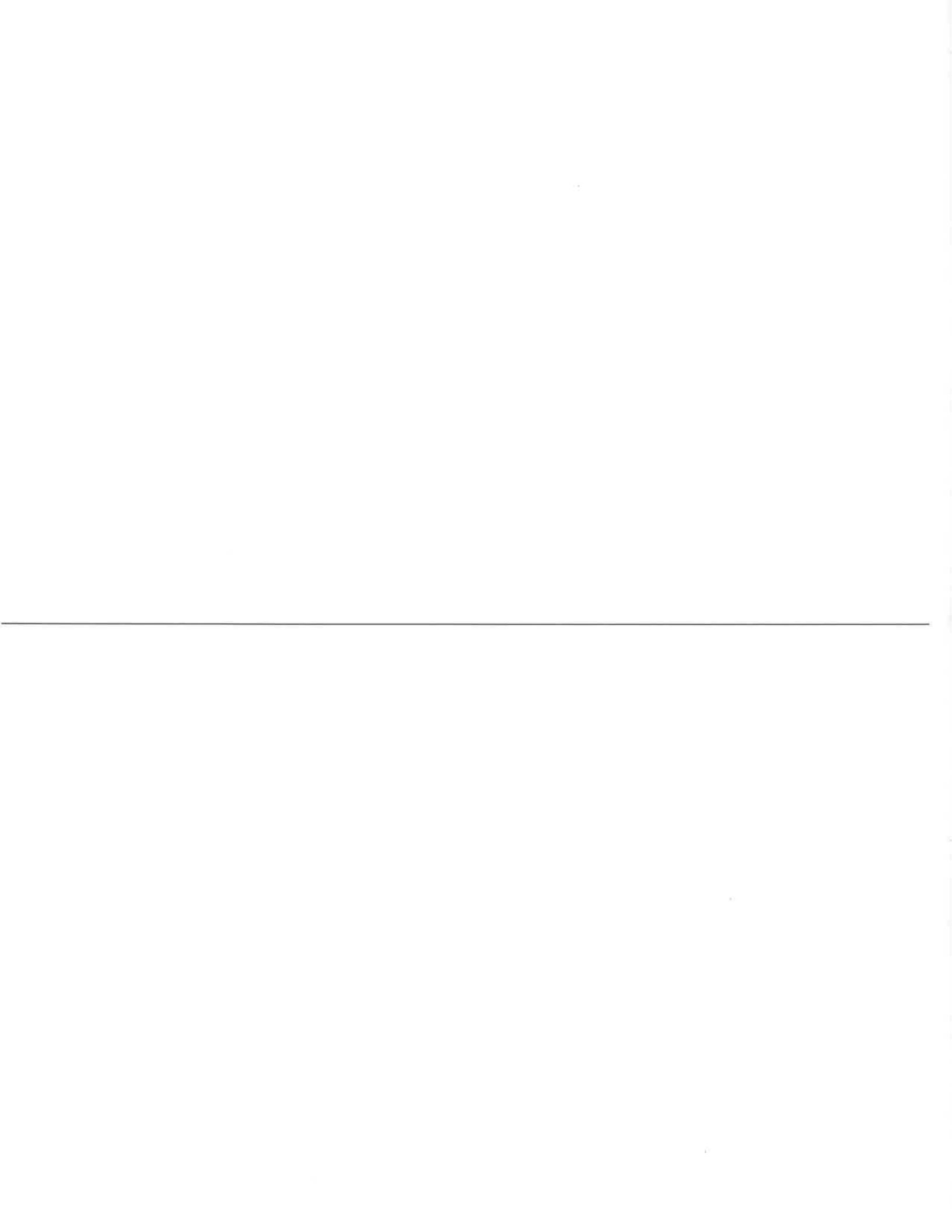
Yes. If that family member is hired as a professional PAS provider at a federal agency, the agency must compensate the family member as either a contractor or federal employee.

40. Are there legal prohibitions against using agency funds to purchase some kinds of personal services that may be needed by an individual with a targeted disability?

No. Although federal agencies are generally not permitted to expend appropriated funds on personal expenses for employees, see 3 Comp. Gen. 433 (1924), those restrictions do not apply to services that agencies are legally required to provide in order to comply with Section 501. (See 4 GAO-RB pt. C, s. 13 (2015) (explaining that "agencies may expend appropriated funds to accomplish the purposes of the Rehabilitation Act when acting under the Act's authority and the regulatory standards that govern its application")).

41. Won't PAS be too expensive?

The number of individuals with the types of disabilities that require assistance in activities of daily living and who will apply for federal employment is very low. However, in the unlikely event that the resources available to the agency as a whole are insufficient to grant a particular individual's request for PAS, the agency may deny the request on the grounds that it would impose an undue hardship. The process of determining whether providing PAS is an undue hardship is the same as the agency uses to determine whether a reasonable accommodation poses an undue hardship.





United States Department of the Interior

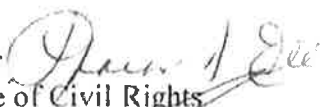
OFFICE OF THE SECRETARY
Washington, DC 20240


FEB 20 2014

CIVIL RIGHTS DIRECTIVE 2014-02

PERSONNEL BULLETIN 14-01

To: Bureau Equal Employment Opportunity Officers
Bureau Human Resources Officers

From: Sharon D. Eller 
Director, Office of Civil Rights

Thomas Mulhern 
Director, Office of Human Resources

Subject: U.S. Department of the Interior Policy and Procedures on Reasonable
Accommodation for Individuals with Disabilities

The attached U.S. Department of the Interior Policy and Procedures on Reasonable Accommodation for Individuals with Disabilities are effective immediately. In accordance with the Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act Amendment Act of 2008; 29 Code of Federal Regulations, Part 1630; Code of Federal Regulations, Part 1614.203(b); and the Genetic Information Non-discrimination Act of 2008, the Department will provide reasonable accommodation for the known physical and intellectual limitations of qualified employees and applicants with a disability unless the accommodation imposes an undue hardship on the Department. The policy and procedures described in this document apply to all employees of the Department and applicants for employment with the Department who have a disability as defined by law. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15 (DM 373 15). The reasonable accommodation procedures, previously released on September 7, 2005, are rescinded.

The policy and procedures on reasonable accommodation are on the Office of Civil Rights website <http://www.doi.gov/eo> and the Office of Human Resources ACCESS Center website <http://www.doi.gov/accesscenter/index.cfm>. For more information on Departmental policy and procedures on reasonable accommodation, contact the Office of Civil Rights, (202) 208-5693 and the Office of Human Resources, (202) 208-5694.

Attachments

cc: Bureau/Office Heads
Office of the Solicitor
Human Capital Officers
Office of Emergency Management
Office of Occupational Health and Safety



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240



CIVIL RIGHTS DIRECTIVE NO. 2014-02

FEB 20 2014

PERSONNEL BULLETIN NO. 14-01

SUBJECT: Reasonable Accommodation for Individuals with Disabilities

1. Purpose.

In compliance with the authorities listed below, the Department of the Interior has established policy and procedures for processing reasonable accommodation requests. This Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01 supersede Departmental Manual, Part 373, Chapter 15 (373 DM 15), Reasonable Accommodation for Individuals with Disabilities, dated September 7, 2005. This document outlines the requirements and instructions by which Departmental employees will act on requests for reasonable accommodation from employees and applicants for employment. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15.

2. Authority.

- A. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791)
- B. Americans with Disabilities Act Amendments Act of 2008 (42 U.S.C. 12101)
- C. 29 CFR Part 1630 (Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act); 29 CFR 1614.203(b) (applying ADA regulations to Rehabilitation Act)
- D. Genetic Information Non-discrimination Act of 2008
- E. Equal Employment Opportunity Commission Management Directive 715

3. Policy.

The Department of the Interior (DOI) will provide reasonable accommodation for the known physical or intellectual limitations of qualified employees and applicants with a disability unless the accommodation would impose an undue hardship on the DOI.

4. Scope.

The policy and procedures in this document apply to all employees of the DOI and applicants for employment with DOI who have a disability as defined by law (see Appendix: Reasonable Accommodation Policy and Procedures).

5. Responsibilities.

- A. *The Director, Office of Civil Rights* is designated as the DOI management official responsible for ensuring there is DOI-wide policy on reasonable accommodation and

that reasonable accommodations are made for qualified employees or applicants with a disability in accordance with applicable laws, regulations, and bargaining unit agreements.

- B. ***The Disability Program Manager (DPM)*** is responsible for the development, implementation, and operation of the bureau/office's disability program— including providing guidance on reasonable accommodation matters related to employees and applicants. The DPM is responsible for promoting equal opportunity and equal access for individuals with disabilities.
- C. The servicing ***Human Resources Officer (HRO)*** is responsible for providing operational human resources services to the bureau/office. The HRO, or designated staff, is responsible for assisting deciding officials in processing reasonable accommodation requests; determining essential functions of the job; identifying effective accommodations; conducting job analyses on vacant positions, in case of reassignment as a last resort; and removing barriers from the hiring process. The HRO is responsible for training human resources specialists who are involved in the application process to recognize requests for reasonable accommodation and handle them in accordance with DOI Reasonable Accommodation Policy and Procedures.
- D. ***Supervisors, managers, and office directors, or designated staff***, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing Human Resources Office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.
- E. ***SOL employment attorneys*** are responsible for providing legal advice regarding: the Rehabilitation Act, including its prohibitions and requirements; EEOC regulations and enforcement guidance applicable to the Rehabilitation Act and to reasonable accommodation; what constitutes a qualified individual with a disability; requests for reasonable accommodation; and reasonable accommodation assessments and decisions.
- F. ***Employees and applicants for employment*** are responsible for bringing their requests for reasonable accommodation to the attention of the appropriate agency official, for timely providing appropriate supporting medical and/or other documentation upon request, and for participating in the interactive process. Employees and applicants may use an alternate dispute resolution approach to working through their requests with deciding officials. The DOI Office of Collaborative Action and Dispute Resolution is available to provide assistance throughout the reasonable accommodation process, including the reconsideration and appeal phases.

- G. Each *bureau/office* will designate a DPM who has the responsibilities outlined in paragraph 5.B above.
- H. **Management** is responsible for timely decisions once a reasonable accommodation request is received. The deciding official may solicit subject matter experts – such as a medical officer, human resources officer, civil rights officer, or DPM – either individually or by committee, for guidance, information, and assistance in identifying appropriate and effective reasonable accommodation solutions. Conferring with appropriate subject matter experts does not relinquish the deciding official’s responsibility to render a decision, notify the employee or applicant, or provide the accommodation solution within established timelines. Timelines are specified in the Reasonable Accommodation Policy and Procedures. Notwithstanding the timeframes prescribed in the procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in the procedures, bureaus must make every effort to do so. Care must be taken to ensure preservation of confidentiality in processing requests for reasonable accommodation.

6. Information Tracking and Reporting.

- A. **Decision Maker:** The deciding official must complete the Decision Documentation (See Appendix, Reasonable Accommodation Policy and Procedures, Attachment 2) and submit it to the bureau/office Servicing Human Resources Office within **10 business days** of the decision.
- (1) The deciding official must attach to the form copies of all information received as part of processing the request.
 - (2) Medical documents must be protected as required by the Privacy Act (PA) and the Health Insurance Portability and Accountability Act (HIPAA). ***Medical documents received as part of the reasonable accommodation request must be separated from other documents, placed in a sealed envelope marked “HIPAA/PA Documents,” and maintained by the servicing Human Resources Office in secure storage separate from official personnel files.***
 - (3) The bureau/office servicing Human Resources Office must maintain these records for the length of the employee’s tenure with DOI or for five (5) years, whichever is longer.
- B. **The bureau/office EEO Office** will prepare an annual report, to be made available to the DOI, Office of Civil Rights. The report will contain the following information, presented in aggregate:
- (1) the number of reasonable accommodations, by type, that was requested in the application process and whether those requests were granted or denied;


- (2) the jobs (occupational series, grade level, and office) for which reasonable accommodations were requested;
- (3) the types of reasonable accommodations that were requested for each of those jobs;
- (4) the number of reasonable accommodations, by type, for each job that was granted, and the number of accommodations, by type, that was denied;
- (5) the number of requests for reasonable accommodations, by type, that relate to the benefits or privileges of employment, and whether those requests were granted or denied;
- (6) the reasons for denial of requests for reasonable accommodation;
- (7) the amount of time taken to process each request for reasonable accommodation;
- (8) the sources of technical assistance that were consulted to identify possible reasonable accommodations; and
- (9) a qualitative assessment of the bureau/office's reasonable accommodation program, including any recommendations for program improvement or changes in the reasonable accommodation practices and procedures.

C. The DOI, Office of Civil Rights shall prepare an aggregate report making such information available to all bureau/office EEO Offices and Human Resources Offices. The report shall be retained for at least three (3) years. Upon request from EEOC, the report will be used to provide information that tracks DOI's performance with regards to the provision of reasonable accommodation to individuals with disabilities.

7. **Point-of-Contact(s).** The Departmental point of contacts for this policy matter are the Department of the Interior, Office of Civil Rights, (202) 208-5693 and the Department of the Interior, Office of Human Resources, (202) 208-5694.


Sharon D. Eller, Director
Office of Civil Rights

2/20/2014
Date


Thomas Mulhern, Director
Office of Human Resources

2/20/2014
Date

Attachment: Appendix: Reasonable Accommodation Policy and Procedures

APPENDIX: Reasonable Accommodation Policy and Procedures

1. Purpose:

- 1.1. The Department of the Interior (DOI) Reasonable Accommodation Policy and Procedures, Appendix, with Attachments 1-9, supplements the Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01, Reasonable Accommodation for Individuals with Disabilities and sets policy for DOI bureaus and offices (collectively referred to as Bureaus throughout this appendix).
- 1.2. Bureau supplements shall be consistent with the policy and intent of CRD 2014-02 and PB 14-01, including this appendix in its entirety.

2. Goals: The goals of the Department's Reasonable Accommodation (RA) program are to ensure:

- 2.1. DOI complies with federal law and regulation
- 2.2. Eligible employees are assured an effective accommodation to the greatest extent possible preserving their expertise and contribution to the Department's mission
- 2.3. Eligible employees are treated fairly throughout the RA process
- 2.4. DOI's RA program is fully transparent.

3. Definitions:

- 3.1. **Essential functions of a job:** job duties that are so fundamental to the position that the individual cannot do the job without being able to perform them. A function can be "essential" if, among other things, the position exists specifically to perform that function, there are a limited number of other employees who could perform the function if it were assigned to them, or the function is specialized and the incumbent is hired based on his/her ability to perform it. Determination of the essential functions of a position must be conducted on a case-by-case basis so that it reflects the job as actually performed, and not simply the components of a generic position description. The term "essential functions" does not include the marginal functions of the position.
- 3.2. **Genetic Monitoring:** the periodic medical examination of employees to determine whether any of their genes have been affected by the toxic substances they use or are exposed to in performing their jobs.
- 3.3. **Genetic Test:** the "analysis of human DNA, RNA, chromosomes, proteins, or certain metabolites in order to detect disease-related genotypes or mutations."
- 3.4. **Genetic Service:** a health service, including genetic tests, provided to obtain or interpret genetic information for diagnostic or therapeutic purposes, or for purposes of genetic education or counseling.

3.5. **Individual with a disability:** is a person who has a physical or intellectual impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment. Individuals must fit either the "actual" or "record of" definition to be eligible for a reasonable accommodation. Individuals who only meet "regarded as" are not entitled to a reasonable accommodation. Mitigating measures other than "ordinary eyeglasses or contact lenses" shall not be considered in assessing whether an individual has a disability.

3.6. **Physical or intellectual impairment:**

3.6.1. is any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as, but not limited to, neurological, musculoskeletal, special sense organs, cardiovascular, reproductive, digestive, respiratory (including speech organs), genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine, or any intellectual or psychological disorder, such as intellectual disability, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

3.6.2. An impairment that is episodic or in remission is a disability if it substantially limits a major life activity when active.

3.7. **Reasonable accommodation:** a modification or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question. There are two other categories of reasonable accommodation. Modifications or adjustments:

3.7.1. to a job application process that enable a qualified applicant with a disability to be considered for a job.

3.7.2. that enable employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by similarly situated employees without disabilities.

3.8. **Major life activities:** are functions such as, but not limited to, caring for one's self, performing manual tasks, walking, seeing, hearing, eating, sleeping, speaking, breathing, learning, working, sitting, standing, lifting, bending, and mental processes such as thinking, concentrating, and interacting with others and incorporates major bodily functions (e.g. functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions).

3.9. **Qualified individual with a disability:** is a person who satisfies the skill, experience, education and other job-related requirements of a position that the individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

3.10. **Record of such an impairment:** having a history of, or being classified (or misclassified) as having an intellectual or physical disability that substantially limits one or more major life activities.

3.11. **Regarded as having such impairment:** having an actual or perceived physical or intellectual impairment, whether or not that impairment substantially limits major life activities.

3.12. **Undue hardship:** a specific type of accommodation which causes significant difficulty or expense at the Department level (not bureau or staff office) to accomplish. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship. Alternatives will be explored to determine if there are other effective accommodations.

3.13. **Protected Genetic Information:** information about:

3.13.1. An individual genetic test

3.13.2. The genetic tests of an individual's family members

3.13.3. The occurrence of a disease, or medical condition or disorder in family members of the individual (family medical history).

4. Decision Making Authority:

4.1. Supervisors, managers, and office directors, or designated staff, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing human resources office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.

4.2. Deciding officials must engage in the interactive process with the individual requesting the accommodation. A request for reasonable accommodation is the first step in an informal, interactive process between the individual and the supervisor. Resources, such as the DPM and the Office of Collaborative Action and Dispute Resolution, are available to help ensure a productive communication process.

4.3. Deciding officials are encouraged to contact SOL employment attorneys with questions and requests for legal advice regarding the Rehabilitation Act, including its prohibitions and requirements, and the EEOC's regulations and enforcement guidance. SOL employment attorneys are available to provide legal advice and guidance regarding, among other things, what constitutes a "qualified individual with a disability," and request for reasonable accommodation.

5. Responsibilities: Refer to Civil Rights Directive 2014-02 and Personnel Bulletin 14-01.

6. Process Description: There are five possible phases of the RA process: initiation of request, consideration, decision, reconsideration, and appeal. Attachment 4 is a flow chart of the RA process and Table 1 summarizes the time limits associated with reasonable accommodation processing. The remainder of this section is an accompanying narrative.

6.1. Initiation of Request Phase:

6.1.1. In this phase, the employee or applicant, or someone on his/her behalf, submits a request for an accommodation. If, on behalf of an employee or applicant, an accommodation is requested by a family member, health professional, or other representative, a signed statement should be provided by the employee or applicant

stating the name of the representative and authorizing him/her to speak with agency officials and engage in the interactive process.

6.1.2. An individual with a disability may submit his/her request for accommodation to any of the following: his/her supervisor; a supervisor or manager in his/her immediate chain of command; the Equal Employment Opportunity Officer, the Human Resources Officer, or the Disability Program Manager. An applicant with a disability may submit his/her request to any agency employee with whom he/she has contact or the Human Resources Officer. Additional information, as appropriate, may be obtained through the interactive process which follows the request. Communication is a priority throughout the entire process; particularly when the specific effective accommodation is not obvious or the parties are considering different forms of reasonable accommodation. Alternative dispute resolution (ADR) can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. In the event an employee opts for ADR, the timeframes specified in this appendix are suspended until the ADR process has concluded for the following:

6.1.2.1. Responding to requests for accommodation.

6.1.2.2. Processing requests for reconsideration of Reasonable Accommodation decisions.

6.1.2.3. Processing Reasonable Accommodation appeals.

6.1.3. A verbal request for accommodation is deemed accepted when made. The recipient of the verbal request must not wait until it is in writing to action the request.

6.1.4. If medical information is required and the employee or applicant is unable to provide sufficient information in support of the request, the deciding official may request that the individual be examined by a healthcare professional of the organization's choice and at the organization's expense. Any such medical examination must be limited to determining the existence of a disability and/or the functional limitations that require an accommodation. Where a medical examination is warranted, the deciding official must explain to the individual that failure to agree to take the medical examination could result in a denial of the accommodation.

6.1.5. If the employee fails to provide required documentation (medical or other) in a timely manner, the request for accommodation is returned to the employee with the explanation that the request could not be considered due to the lack of requested documentation.

6.2. **Consideration Phase:** In this phase, management determines whether or not to provide the accommodation or whether to present an alternative accommodation. After a request from a qualified individual with a disability is received, the request is reviewed to determine if it is reasonable and effective. In the context of job performance, this means that the reasonable accommodation enables the individual to perform the essential functions of the position.

6.3. **Decision Phase:** In this phase, management notifies the employee/applicant of the decision to provide the requested accommodation, not provide an accommodation or present an alternative accommodation. The decision memorandum shall be emailed, mailed or presented to the individual within 15 business days or sooner. If medical documentation is required by the

deciding official, the deciding official will issue a decision within 15 business days from the date the official received the required medical documentation.

6.3.1. If there is a delay in processing the request for reasonable accommodation, the deciding official must investigate whether there are temporary measures that can be taken to assist the individual. Additionally, the deciding official must notify the individual of the reason for the delay. To the extent possible, the individual must be kept informed of the expected completion date.

6.3.2. In instances that may require expedited processing of reasonable accommodation requests (i.e., enable an individual to apply for a job or to participate in a specific agency activity that is scheduled to occur shortly), the deciding official must make every effort to complete the process quickly.

6.3.3 If the employee has requested a type of reasonable accommodation that he/she is likely to need on a repeated basis (i.e., sign language interpreting), he/she cannot be required to submit a formal written request each time the accommodation is needed. Once a reasonable accommodation is approved the first time, subsequently, the employee may obtain the accommodation by verbal notice to the appropriate official.

6.3.4. Denials of requests for reasonable accommodation must be in writing and specifically explain the reasons the request was denied (i.e., why the medical documentation is inadequate to establish that the individual has a disability or needs an accommodation; why the requested accommodation would not be effective; or why the accommodation would pose an undue hardship). Denials must include information about the individual's right to file an EEO complaint and to invoke other statutory processes as well as information about the availability of ADR.

6.4. **Reconsideration Phase:** In this phase, the employee/applicant who disagrees with the decision made may ask the deciding official to reconsider the decision. The employee/applicant may provide additional information/documents in support of the request for reconsideration. Response to the request for reconsideration should be provided in no more than ten business days from receipt of the request or receipt of additional information, if provided.

6.5. **Appeal Phase:** In this phase, if reconsideration did not result in a reversal of the initial decision, the employee/applicant may appeal the decision to the next level of management. The employee/applicant may provide additional information in support of the appeal. Response to the appeal should be provided in no more than ten business days from receipt of the appeal or receipt of additional information, if provided. There is no higher level of appeal after this phase.

TABLE 1 - TIME LIMITS

Action	Business Day Limit
Forwarding RA requests to the supervisor if received by any other employee	10
Decision memo provided to requestor when no medical documents are required	15
Providing an approved accommodation	20
Decision memo provided to requestor when medical documents are required	10 from date medical information received
Notification of Delayed Implementation of an RA	Every 10 until fully implemented
Decision of a Request for Reconsideration	10
Decision of an Appeal of a Reconsideration Decision	10

Notwithstanding the timeframes prescribed by these procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in these procedures, bureaus should make every effort to do so.

7. Documentation:

7.1. Requests for RA must include (Initiation Phase):

7.1.1. When the disability is clear and apparent: a written (email or memo) or verbal request from the applicant or employee asking for the RA and how the requestor would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone).

7.1.2. When the disability is not obvious, not already known or the employee has not already provided sufficient information to establish the existence of the disability, the employee/applicant must provide:

7.1.2.1. A written (email or memo) or verbal request specifying the reason for the RA and the specific form of RA desired, how the employee/applicant would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone) and if there is an urgency associated with the request (and if so, what it is).

7.1.2.2. A signed statement from a medical professional (physician or an occupational health specialist such as an occupational health nurse or occupational nurse practitioner or occupational physician assistant). The statement must be on the provider's letterhead and must include the following elements:

7.1.2.2.1. Requestor's name.

7.1.2.2.2. The nature, severity, and duration of individual's impairment;

7.1.2.2.3. The activities that the impairment limits;

7.1.2.2.4. The extent to which the impairment limits the individual's ability to perform the activities; and

7.1.2.2.5. Why the individual requires reasonable accommodation or the particular reasonable accommodation requested, as well as how the reasonable accommodation will assist the employee to perform the essential functions of his/her job or enjoy a benefit of the workforce, or, in the case of an applicant, assist him/her with the application process.

7.2. The deciding official may request medical documentation if it is not provided by the employee/applicant only when the disability is not known, when the disability is not apparent, or when the deciding official does not understand how the requested accommodation will enable the requestor to perform the essential functions of his/her job or, in the case of an applicant, assist in the job application process. Attachment 9 provides a sample "Request for Medical Information."

7.3. Documentation during the Consideration and Decision Phases:

7.3.1. Includes a decision memorandum signed by the deciding official.

7.3.2. The decision memorandum shall consider all the criteria in Attachment 2, and shall be in the format outlined in Attachment 3. Each item in paragraph A2.7 must be addressed in the decision memorandum.

7.4. Documentation during the Reconsideration and Appeal Phases:

7.4.1. Reconsideration requests and appeals must include all previously submitted documents and decision memorandum.

7.4.2. Requests for reconsideration and appeals must include the reason for the request/appeal, any new information, and the specific form of RA requested.

7.4.3. A decision memorandum by the reconsideration decision authority is required using the format in Attachment 3.

7.4.4. A decision memorandum by the appeal authority is required using the format in Attachment 3.

7.5. Special Considerations for Medical Documents.

7.5.1. Medical documents must be protected as required by the Privacy Act and the Health Insurance Portability and Accountability Act. It is expected that the immediate supervisor and human resources, will have access to medical documents necessary to consider the reasonable accommodation request. At the request of the deciding official, other individuals, such as the DPM and SOL, may be granted access to medical information if those individuals need access to the information to provide guidance or consultative services to the deciding official.

7.5.2. Where medical information is disclosed, the disclosing official shall inform those individuals to whom the information was released that the information is confidential and covered by various federal laws and executive orders. Medical information is not disclosed except:

7.5.2.1. With consent of the individual, first aid and safety personnel may be told if the disability might require emergency treatment;

7.5.2.2. Government officials may be given information necessary to investigate DOI compliance with the Rehabilitation Act;

7.5.2.3. To workers' compensation offices or insurance carriers when part of a workers' compensation claim;

7.5.2.4. To EEO officials to maintain records, evaluate, and report on bureau's performance; or

7.5.2.5. To comply with a federal court order.

7.5.2.6. Protected genetic information and information about an employee's request for or receipt of genetic services may be provided in limited circumstances to:

7.5.2.6.1. The employee;

7.5.2.6.2. A person conducting research that complies with 45 C.F.R. Part 46, which concerns research, involving human subjects;

7.5.2.6.3. Individuals or organizations if required by federal law;

7.5.2.6.4. The United States Congress or US Federal Court in response to a congressional subpoena or an order from a court with competent jurisdiction; or

7.5.2.6.5. Executive branch officials investigating compliance with Executive Order 13145.

7.5.3. While medical documents, when necessary, are expected to be part of the process, once received, they must be separated from other documents, placed in a sealed envelope marked "HIPAA/PA Documents," and maintained in secure storage separate from official personnel files by the servicing human resource office.

7.5.4. After the reasonable accommodation process is complete, medical documents are sealed in a separate envelope from other case documents and filed in a secure location, separate from official personnel files by the servicing human resource office.

7.6. All requests for, and provision of, reasonable accommodations and associated documents are confidential and must be appropriately protected from disclosure. For example, a manager or employee involved in the process must not disclose that an employee is receiving a reasonable accommodation.

7.7. Organizations are required to maintain information and provide reports as outlined in CRD 2014-02 and PB 14-01.

8. Conditions Associated With, and Types of Reasonable Accommodation:

8.1. Conditions Associated with Reasonable Accommodation.

8.1.1. Accommodations shall not include changing the essential functions of a job.

8.1.2. The need for accommodation can be reduced if organizations implement practices that will reduce barriers to effective workplace practices and job design.

8.1.3. Organizations (bureaus and staff offices) should consider establishing a central pool of readers and interpreters, and implementing funding mechanisms that will avoid charging individual offices for the cost of accommodations.

8.1.4. Organizations are expected to limit impediments that may cause unnecessary delay in providing reasonable accommodation, by reviewing and modifying, in advance of a specific request, policies that might affect the bureau's ability to respond promptly to requests for reasonable accommodation. For example: the purchasing or leasing of equipment; the hiring of, or contracting for, readers, interpreters, or other assistants; and the flexibility to approve leave or to restructure work schedules.

8.2. Accommodations are individualized to meet the needs of the requestor. The deciding official will consider a broad range of options to appropriately accommodate the requestor.

8.2.1. Expense may be a factor when considering reasonableness. For example, if both a special piece of hardware and a specialized software program can provide an appropriate and effective accommodation, the less expensive alternative may fall within the realms of being a reasonable accommodation and therefore should normally be provided. Employees/applicants are entitled to effective and reasonable accommodations, but not necessarily entitled to the accommodation of his/her choice.

8.2.2. Examples of the kinds of actions that may constitute reasonable accommodation are (not an exhaustive list):

8.2.2.1. Making facilities readily accessible to and usable by a person with a disability.

8.2.2.2. Job restructuring (does not include changing the essential duties of the position), including part-time or modified work schedules.

8.2.2.3. Acquisition or modification of equipment or devices.

8.2.2.4. Appropriate adjustment or modification of examinations (does not include changing examination questions).

8.2.2.5. Provision of readers and interpreters.

8.2.2.6. Accommodations for meetings, conferences, training and seminars (e.g. interpreters, specific seating arrangements, tables that accommodate wheel chairs).

8.2.2.7. As a last resort, reassignment which may include reassignment out of the home bureau if the Department has an appropriate placement. Reassignment is not available to job applicants - only current employees.

8.2.2.7.1. When no other form of accommodation is appropriate, reassignment must be provided, absent undue hardship, to an employee who, because of a disability, can no longer perform the essential functions of the position he/she holds, with or without reasonable accommodation.

8.2.2.7.2. Reassignments may be made only to a vacant position. The law does not require that agencies create new positions or move employees from their jobs in order to create a vacancy.

8.2.2.7.3. Detailed guidance for implementing this accommodation is included in Personnel Bulletin 08-09, May 2008. The deciding official should be aware of several key policies associated with a reassignment which include:

8.2.2.7.4. If the deciding official determines that no reasonable accommodation will enable the employee to perform the essential functions of his/her position, the deciding official must, in consultation with the employee, consider reassignment of the employee to a vacant funded position for which he/she is qualified. The determination on qualifications will be made by the deciding official, in consultation with the Servicing Human Resources Officer and DPM. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position.

8.2.2.7.5. Reassignment to a vacant funded position may occur first within the bureau and geographical area where the employee is already employed. In the event a position cannot be found in the employee's current bureau and geographical area, a suitable position may be identified in a different bureau within the employee's current geographical area. In the event a position cannot be found within the employee's current geographical area, a suitable position may be identified in a different geographical area, regardless of bureau. This may constitute a last resort accommodation.

8.2.2.7.6. If the employee is willing to be reassigned to a different geographical area, the Office Director, or designee, shall confer with the Servicing Human Resources Officer for that geographical area to determine whether the employee is qualified for any particular position(s) available in that area. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position. If a needed accommodation is found to be reasonable, such position must be offered to the employee.

8.2.2.7.7. If an employee is reassigned to a different geographical area, the employee must pay for any relocation expenses unless the transferring bureau routinely pays such expenses when granting voluntary transfers to other employees.

8.3. When considering whether an accommodation presents an undue hardship, the hardship must exist at the Department level, not bureau level, for the deciding official to deny providing

the accommodation. If the deciding official believes an undue hardship exists at the Department level, the bureau shall coordinate with the Department's DPM who is responsible for providing guidance on reasonable accommodation, including alternative accommodations.

8.4. Undue hardship occurs if a specific type of accommodation causes significant difficulty or expense by the Department to accomplish. In such a case, that particular accommodation does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors:

8.4.1. Nature and cost of the accommodation;

8.4.2. Overall size of the program with respect to the number of employees, number and type of facilities, and size of budget; and

8.4.3. Type of operation, including composition and structure of the workforce.

8.5 Every attempt must be made to implement approved reasonable accommodations in as short of a time as possible. Extenuating circumstances are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. These may include, but are not limited to, situations in which equipment is on back order, the vendor typically used by the organization has unexpectedly gone out of business, or the accommodation requires restructuring facilities.

8.6. An important part of the process is monitoring accommodations after they are in place. Because changes occur, supervisors may need to periodically check the effectiveness of implemented accommodations. For example, an accommodation may stop being effective if there are changes in the employee's limitations, workplace equipment, or the work itself. The most effective way for supervisors to monitor accommodations is to maintain interactive communication with the employee.

Attachment 1

References

- A1.1. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791).** Prohibits discrimination in employment within federal executive branch agencies in the hiring, placing, and advancing of individuals with disabilities.
- A1.2. Americans with Disabilities Act (ADA) Amendments Act, 2008.** Re-emphasizes the prohibition of discrimination against individuals with disabilities and further defines disability and other terms used in Section 501 of the Rehabilitation Act of 1973.
- A1.3. U.S. Equal Employment Opportunity Commission (EEOC) Regulations at 29 CFR Part 1614 (Federal Sector Equal Employment Opportunity).** Establishes the rules and procedures for federal executive branch agencies to create and maintain equal employment opportunity complaint processing procedures and affirmative employment programs.
- A1.4. EEOC Management Directive 715.** Provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity and equal access for all employees.
- A1.5. Genetic Information Non-discrimination Act (GINA), 2008.** Prohibits employers and other entities covered by GINA from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law.
- A1.6. Executive Order 13145, To Prohibit Discrimination in Federal Employment Based on Genetic Information.** Prohibits federal executive branch agencies from discriminating against applicants and employees on the basis of genetic information.
- A1.7. DOI Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodation.** This PB, issued May 5, 2008, provides detailed guidance on when an employee must be reassigned as a reasonable accommodation. Reassignment is not available to applicants - only current employees.
- A1.8. Privacy Act of 1974.** Addresses confidentiality of medical documentation, to include collection and storage.

Attachment 2

Decision Making Guidelines

- A2.1.** Accommodations are determined on a case-by-case basis, taking into consideration the needs of the applicant or employee, his/her specific disability, the essential duties of the position in question, the work environment, and the reasonableness and effectiveness of the proposed accommodation. In all cases where the requested accommodation is not approved, the employee/applicant must be consulted before an alternative is provided.
- A2.2.** An accommodation must be work-related. DOI does not provide personal use items needed in accomplishing daily activities both on and off the job as a reasonable accommodation. For example, DOI does not provide an employee with a prosthetic limb, a wheelchair, eyeglasses, hearing aids, or similar devices if they are also needed off the job. Furthermore, DOI does not provide personal use amenities, such as a coffee maker or refrigerator, if those items are not provided to employees without disabilities. However, items that might otherwise be ~~considered personal may be required as reasonable accommodations where they are specifically~~ designed or required to meet job-related requirements.
- A2.3.** Accommodation must be considered in training, merit staffing processes, and all aspects of employment that would be adversely affected if the bureau failed to provide reasonable accommodation.
- A2.4.** When providing auxiliary aids (e.g., assistive technology, ergonomic equipment, TTY, interpreter), preference should be given to what was requested by the individual with the disability, unless the item requested is ineffective or unreasonable.
- A2.5.** Accommodations must be made to known physical and intellectual limitations. DOI bureaus/ shall not make an accommodation for a job interview, or for an existing job, until the applicant or employee has communicated his/her needs.
- A2.6.** Human Resource officials shall ensure that vacancy announcements explain how applicants may apply for a reasonable accommodation if needed during the application process.
- A2.7.** Deciding officials shall consider the following criteria when deciding whether to approve a reasonable accommodation request:
- A2.7.1. Is the accommodation necessary for the performance of essential duties?
 - A2.7.2. What effect will the accommodation have on the bureau's operation and the employee's job performance?
 - A2.7.3. To what extent does the accommodation compensate for the abilities of an employee with a disability?
 - A2.7.4. Will the accommodation give the employee the opportunity to function, participate, or compete on an equal basis with co-workers?
 - A2.7.5. Are there alternatives that would accomplish the same purpose?

A2.7.6. The employee's or applicant's specific disability and existing abilities.

A2.7.7. The essential duties of the particular job.

A2.7.8. The work environment.

A2.7.9. Whether the requested accommodation would result in undue hardship for the organization (see paragraph 8.3.).

Attachment 3

Decision Documentation Template

1. Name of individual requesting reasonable accommodation:

2. Office of requesting individual:

3. Date reasonable accommodation request received: _____
4. Who received request: _____
5. Job held or desired by individual requesting reasonable accommodation (including occupational series, grade level, and office):

6. Reasonable accommodation needed for: (check one)
 - _____ Application process
 - _____ Performing job functions or accessing the work environment
 - _____ Accessing benefit or privilege of employment (e.g., attending a training program or office event outside of the workplace)
7. Type(s) of reasonable accommodation requested (e.g., adaptive equipment, staff Assistant and removal of architectural barrier):

8. Date reasonable accommodation request sent to Deciding Official: _____
9. Name of Deciding Official: _____
10. Reasonable accommodation: (check one)
 - _____ Approved
 - _____ Denied (If denied, attach a copy of the written denial)
 - _____ Offered an alternative accommodation (attach a detailed explanation)

11. Date reasonable accommodation approved or denied: _____

12. Describe the reasonable accommodation provided:

13. Date reasonable accommodation provided: _____

14. If time frames outlined in the Reasonable Accommodation Procedures were not met, explain why.

15. Was medical information required to process this request? If yes, explain why. List the documents submitted on behalf of the individual.

16. Sources of technical assistance, if any, consulted in trying to identify possible reasonable accommodations (e.g., Job Accommodation Network, disability organization, Disability Program Manager):

17. Comments:

Deciding Official's Signature: _____

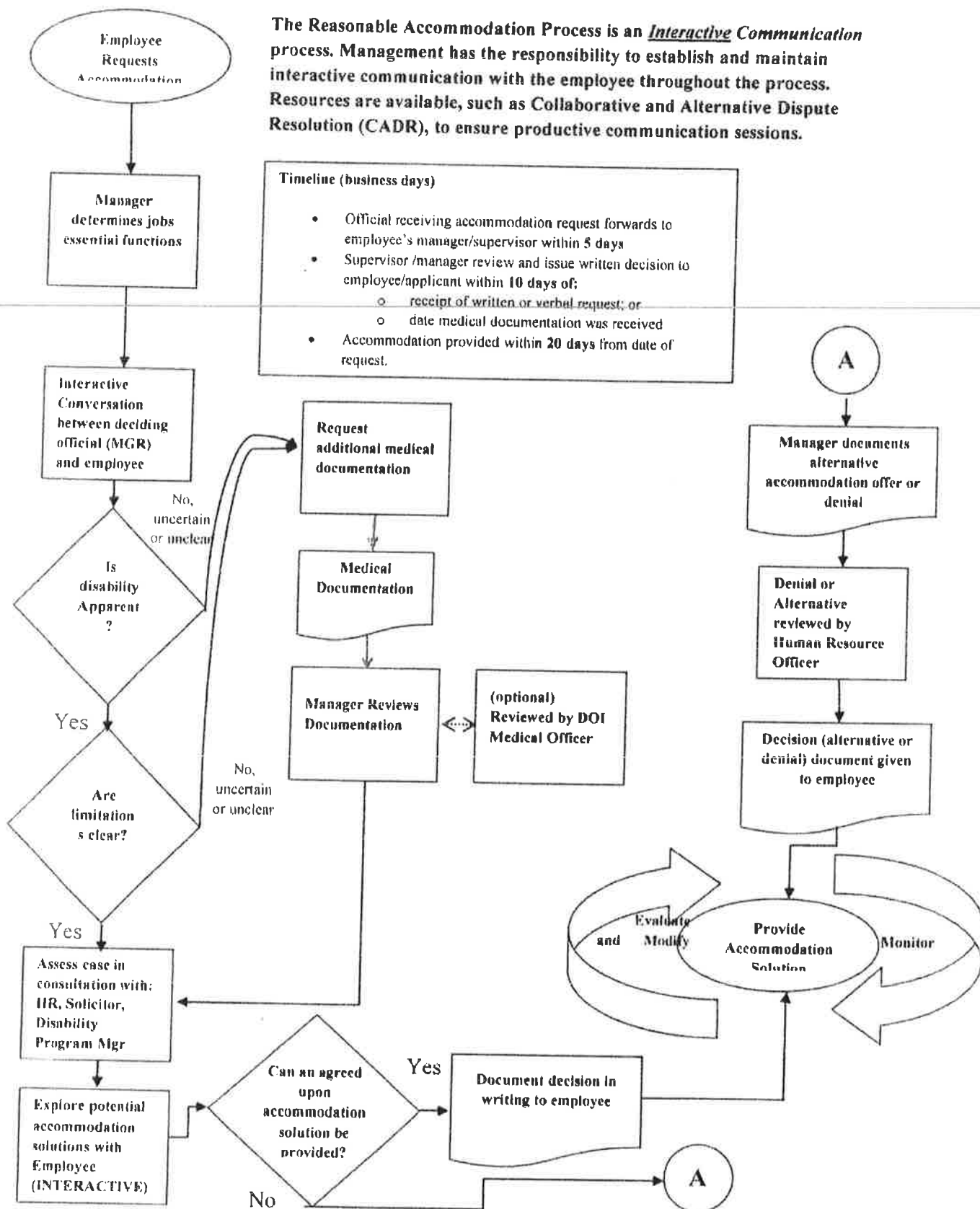
Date: _____

Phone Number: () _____

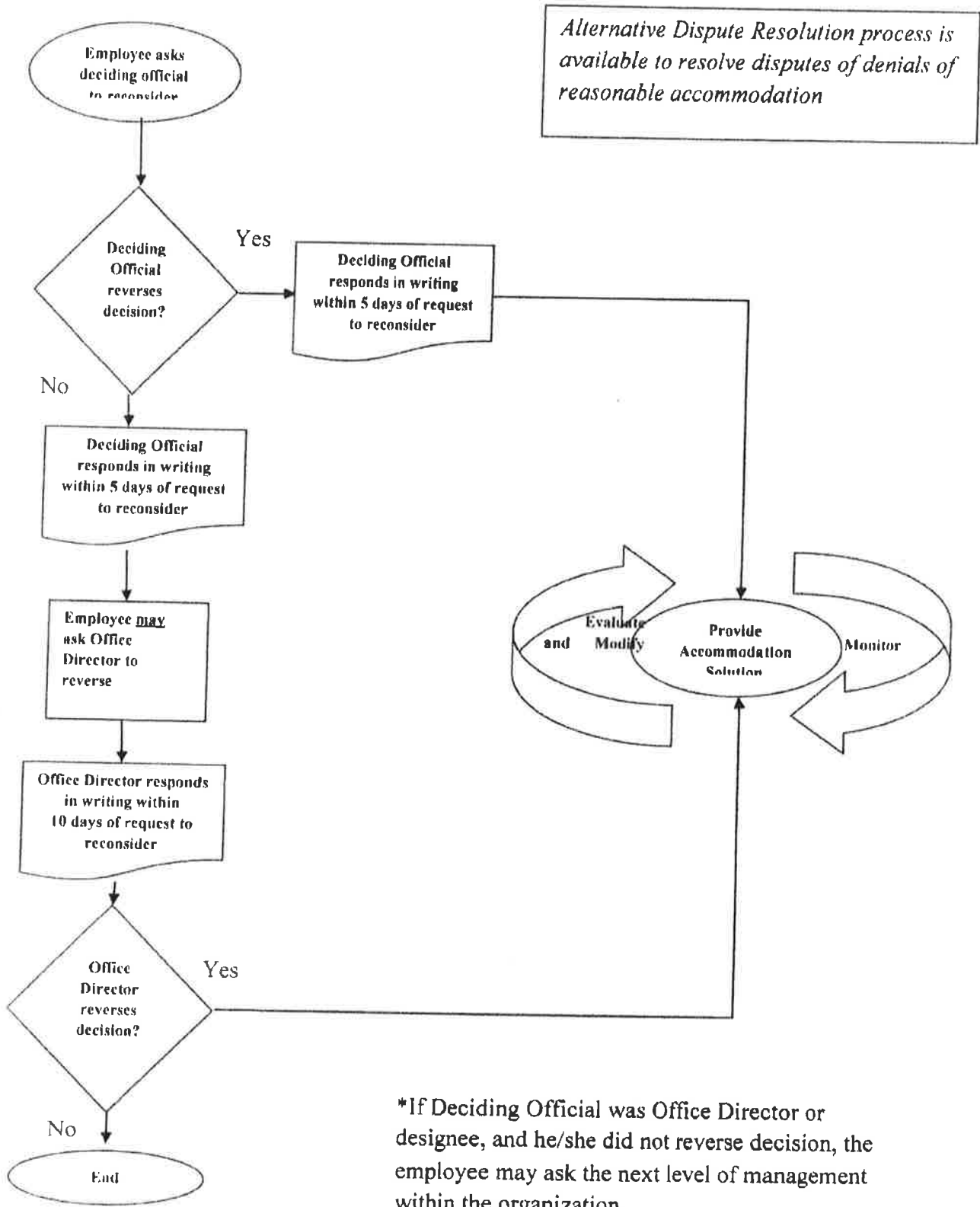
Attachment 4 Process Flow Chart

A 4.1- Reasonable Accommodation Process

The Reasonable Accommodation Process is an *Interactive Communication* process. Management has the responsibility to establish and maintain interactive communication with the employee throughout the process. Resources are available, such as Collaborative and Alternative Dispute Resolution (CADR), to ensure productive communication sessions.



A 4.2- Reconsideration Process



Attachment 5

Selected Reasonable Accommodation Resources

A5.1. U.S. Equal Employment Opportunity Commission. 1-800-669-3362 (Voice), 1-800-800-3302 (TTY), Web: <http://www.eeoc.gov/>

A5.1.1. The EEOC's Publication Center has many free documents on the Title I employment provisions of the ADA, including both the statute, 42 U.S.C. 12101 et seq., and the regulations, 29 C.F.R. 1630. In addition, the EEOC has published a great deal of basic information about reasonable accommodation and undue hardship. The three main sources of interpretive information are: (1) the Interpretive Guidance accompanying the Title I regulations (also known as the "Appendix" to the regulations), 29 C.F.R. pt. 1630 app. 1630.2(o), (p), 1630.9; (2) Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act, and (3) A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act. The Technical Assistance Manual includes a 200-page Resource Directory, including federal and state agencies and disability organizations that can provide assistance in identifying and locating reasonable accommodations.

A5.1.2. The EEOC also has discussed issues involving reasonable accommodation in the following guidance and documents: (1) Enforcement Guidance: Pre-employment Disability-Related Questions and Medical Examinations; (2) Enforcement Guidance: Workers' Compensation and the ADA; (3) Enforcement Guidance: The Americans with Disabilities Act and Psychiatric Disabilities; (4) Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964; and (5) Enforcement Guidance: Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act.

A5.1.3. All of the above-listed documents, with the exception of the Technical Assistance Manual is also available through the Internet at <http://www.eeoc.gov/policy/guidance.html/>. All of these documents provide guidance that applies to federal agencies through the Rehabilitation Act of 1973, 29 U.S.C. 791.

A5.1.4. The EEOC website also provides guidance on Executive Order 13145: To Prohibit Discrimination in Federal Employment Based on Genetic Information.

A5.2. Job Accommodation Network (JAN). 1-800-232-9675 (Voice/TTY), Web: <http://askjan.org>. JAN is a free consulting service that provides information about job accommodations, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and the employability of people with disabilities.

A5.3. Computer/Electronic Accommodations Program (CAP). (703) 681-8813 (Voice/TTY), Fax: (703) 681-9075, Web: <http://www.cap.mil>. CAP has a memorandum of understanding with the DOI to provide assistive technology and accommodation services for employees with disabilities.

A5.4. ADA Disability and Business Technical Assistance Centers (DBTACs). 1-800-949-4232 (Voice/TTY), Web: <http://www.adainfo.org>. The DBTACs consist of 10 federally funded regional centers that provide information, training, and technical assistance on the ADA. Each center works with local business, disability, governmental, rehabilitation, and other professional networks to provide current ADA information and assistance, and places special emphasis on

meeting the needs of small businesses. The DBTACs can make referrals to local sources of expertise in reasonable accommodations.

A5.5. Registry of Interpreters for the Deaf. (703) 838-0030 (Voice), (703) 838-0459 (TTY). Web: <http://www.rid.org>. The Registry offers information on locating and using interpreters and transliteration services.

A5.6. RESNA Technical Assistance Project. (703) 524-6686 (Voice), (703) 524-6639 (TTY). Web: <http://www.resna.org>. RESNA, the Rehabilitation Engineering and Assistive Technology Society of North America, can refer individuals to projects in all 50 states and the six territories offering technical assistance on technology-related services for individuals with disabilities. Services may include:

- information and referral centers to help determine what devices may assist a person with a disability (including access to large data bases containing information on thousands of commercially available assistive technology products);
- centers where individuals can try out devices and equipment;
- assistance in obtaining funding for and repairing devices; and
- equipment exchange and recycling programs.

A5.7. Department of the Interior Access Center. (202) 208-5481 (Voice), (202) 208-6248 (TTY), Web: <http://www.doi.gov/access>. The DOI Access Center opened in October 2000 to support employees with disabilities by determining the appropriate assistive technology and ergonomic solutions for the individual. These accommodations are surprisingly affordable ways to enable employees with a disability to have equal access to information technology that is essential in today's workplace.

Attachment 6

Utilizing Sign Language Interpreters

A6.1. The individual or office scheduling a meeting or an event that will require interpreting services (staff meeting, training, office function, etc.) is responsible for arranging for the presence of interpreters.

A6.2. A DOI employee who knows sign language or who is taking a sign language class is not an acceptable substitute for an interpreter; the individual must be certified as a sign language interpreter. DOI bureaus may contract for such services.

A6.3. Bureaus will provide an interpreter for an employee who is hearing impaired and who, as part of his/her job, attends a DOI meeting or event outside of the workplace. If the employee attends a conference or training program sponsored by an outside organization, the sponsoring organization is principally responsible for providing interpreters. DOI will provide interpreters, however, if the sponsoring organization fails to do so.

Attachment 7

Sample Denial Letter

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Denial of Reasonable Accommodation Request

On *(insert date)* you requested the following type(s) of reasonable accommodation(s):

(List requested accommodations)

I am denying your request for reasonable accommodation because. *(check all that are applicable)*

_____ Accommodation Ineffective

_____ Accommodation would cause undue hardship

_____ Medical Documentation Inadequate

_____ Accommodation would require removal of essential function

_____ Accommodation would require lowering of performance or production standard

_____ Other (Please identify) _____

The detailed reason(s) for the denial of reasonable accommodation are *(insert specific details, e.g., why accommodation is ineffective or causes undue hardship)*.

On *(insert date)* you were offered an alternative reasonable accommodation, which you rejected on *(insert date)*. *(explain both the reasons for denial of the requested accommodation and why you believe the chosen accommodation would be effective, if the individual proposed one type of reasonable accommodation that is being denied, but rejected an offer of a different type of reasonable accommodation)*. ***(Used only if this applies)***

If you wish to request reconsideration of this decision, you may take the following steps:

- First, ask the deciding official to consider his/her denial. (Additional information may be presented to support this request)
- If the deciding official does not reverse the denial, the individual may ask the next higher level of management to do so.

You may also request alternative dispute resolution (ADR) to help ensure a productive communication process. ADR can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. To request ADR, contact your servicing Disability Program Manager, Human Resources Officer, Equal Employment Opportunity Officer, or the DOI Office of Collaborative Action and Dispute Resolution.

If you wish to file an EEO complaint, or pursue MSPB and union grievance procedures, the following steps must be taken:

- For an EEO complaint pursuant to 29 CFR 1614, contact an EEO counselor in your Equal Employment Opportunity office within 45 days from the date of this notice of denial of reasonable accommodation; or
- For a collective bargaining claim, file a written grievance in accordance with the provisions of the Collective Bargaining Agreement; or
- Initiate an appeal to the Merit Systems Protection Board within 30 days of an appealable adverse action as defined in 5 CFR § 1201.3.

Signature of Deciding Official

Date reasonable accommodation denied _____

Attachment 8

Sample Offer of an Alternate Accommodation

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Alternative Reasonable Accommodation Offer

After careful consideration of your request for a reasonable accommodation, I have determined that the following alternative reasonable accommodation(s) provide will enable you to successfully perform the essential functions.

(List the alternative reasonable accommodations).

This decision is based on my discussions with you, a review of your medical documentation (if provided), and consultation with the disability program manager. The reasons for offering an alternative reasonable accommodation are:

(List the reasons)

Please initial the appropriate item below, if you accept the alternative accommodation your request will be considered approved and I will immediately arrange for the accommodation. If there are delays in providing you this accommodation, you will be notified.

I accept the proposed alternative reasonable accommodation

I reject the proposed alternative reasonable accommodation

Signature of Deciding Official

Date: _____

Attachment 9

Request for Medical Information

Memorandum

To: Name, Title

From: Name, Title

Subject: Reasonable Accommodation Request

The purpose of reasonable accommodation is to enable qualified individuals with a disability to perform the essential functions of a particular job. You indicate that you requested an accommodation. However, the Agency is very unclear when you placed a request for accommodation. In addition, the Agency does not know what accommodation(s) you are requesting. To properly consider your request for accommodation, the Agency needs information relating to the nature of your impairment and your functional limitations within your job. You stated that you have bipolar disorder. At this time, the Agency needs further information to determine effective accommodation options.

It is your responsibility under 5 C.F.R. 339.104 to provide acceptable medical documentation as to the nature of your medical condition(s) and to specify any accommodation(s) you and your medical provider have determined may be required in order for you to perform the essential functions of your job. Please have your medical practitioner supply to your immediate supervisor, NAME the following:

- The nature of your impairment (i.e. your mental impairment);
- The activity or activities that the impairment limits;
- An explanation of the extent to which the impairment limits your ability to perform the essential functions of your job;
- The need for an accommodation(s);
- An explanation how the requested accommodation(s) will assist you to perform the essential functions of your job.

Per 5 C.F.R. 339.104, "to be acceptable, the diagnosis or clinical impression must be justified according to established diagnostic criteria and the conclusions and recommendations must not be inconsistent with generally accepted professional standards." Please ensure that any psychiatric report meet the diagnostic criteria as outlined in the Diagnostic and Statistical Manual of Mental Disorders, Fourth Addition (DSM-IV). In addition, please provide the requested documentation on your medical practitioner's letterhead stationery and ensure your medical practitioner dates and signs the report.

Pursuant to 29 C.F.R. 1635.8(b)(i)(B), "[t]he Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the

individual, except as specifically allowed by this law. To comply with this law, we are asking that you not provide any genetic information when responding to this request for medical information. 'Genetic information' as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services."

Attached is a copy of your current Position Description. So that your medical practitioner has sufficient information to respond to the above items concerning your ability to perform the essential functions of your position, and any accommodation(s) that might be requested, it is important that you provide him or her with your position description.

All information submitted in response to this letter will be handled as medically confidential and will only be used for the purpose of evaluating your request for accommodation. Please submit any medical documentation in a sealed envelope marked as "Medically Confidential." You remain responsible for any costs incurred in connection with obtaining this documentation. If you fail to provide this requested medical information, the Agency will make decisions on the basis of existing information. Please note that the Agency may submit the medical information for review by our Agency medical expert.

Please provide the requested medical information to your immediate supervisor, NAME by DATE. If you need additional time to gather the requested medical information, please place your request to NAME

If you have any questions concerning this request, please contact me at (###)

Attachment: Position Description



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/ODIWM/067107

DEC 13 2017

Memorandum

To: All U.S. Fish and Wildlife Service Employees

From: Deputy Director 

Subject: Personal Assistance Services (PAS)

Effective January 3rd, 2018, all Federal Government Agencies must provide Personal Assistance Services (PAS) to qualifying employees, as required in the amended regulations implementing Section 501 of the Rehabilitation Act of 1973. PAS are services that help individuals with targeted disabilities that require assistance to perform basic activities of daily living, such as eating and using the restroom.

PAS requests that employees will follow the U.S. Department of the Interior (Department) Reasonable Accommodations procedures. The attached fact sheet contains links to additional information on why this requirement is going into effect, the Department Policies and Procedures, what constitutes Personal Assistance Services and what the employee requirements are to qualify.

As a reminder, managers and supervisors are required to complete one hour of mandatory Reasonable Accommodations training which must include training on the new PAS requirements. To initiate requests, schedule PAS training, or any other questions, please contact Ms. Julia Bumbaca, Disability Program Manager, at Julia_Bumbaca@fws.gov, or 703-358-2349.

Attachment

**FISH AND WILDLIFE SERVICE
EQUAL OPPORTUNITY**

Equal Opportunity

Part 061 Complaint Processing and Adjudication

Chapter 3 Alternative Dispute Resolution for EEO Complaints

061 FW 3

3.1 What is the purpose of this chapter? The purpose of this chapter is to ensure that all Service personnel are aware of current Alternative Dispute Resolution guidelines and the procedures we use for mediating Equal Employment Opportunity (EEO) cases.

3.2 What are the objectives of this chapter? The objective of this chapter is to provide Servicewide procedural guidelines for processing EEO cases when the Alternative Dispute Resolution process is appropriate.

3.3 What is the Alternative Dispute Resolution (ADR) policy? We adopted the ADR process to expedite the processing and resolution of EEO complaints.

A. ADR attempts to enhance the pre-complaint process by providing maximum participation of managers, supervisors, and the aggrieved in resolving employment matters through mediation at the earliest stage of the complaint process.

B. To meet ADR goals, we use professional mediation services by tapping into a roster of qualified in-house conflict management and dispute resolution practitioners certified to provide conflict management and ADR assistance to employees and managers. We may also use contractual agreements with other Government agencies to provide ADR.

3.4 What are the authorities for this chapter? You can find the authorities for all the chapters in Part 061 in 061 FW 1.

3.5 Who is responsible for the Alternative Dispute Resolution Process?

A. The Chief, Branch of Equal Opportunity and Diversity (Bureau EEO Officer):

(1) Provides information on the Conflict Resolution (CORE) PLUS program to Service EEO specialists and counselors.

(2) Provides technical advice or assistance to CORE PLUS Neutrals and reviews agreement proposals as needed. CORE PLUS Neutrals are conflict resolution practitioners.

B. EEO Counselors:

(1) Explain the Service's ADR procedures to aggrieved persons and to managers who are willing to reach resolutions to complaints.

(2) Coordinate with both parties and the mediator to refer the dispute to the mediator for mediation. If mediation is not successful, the EEO Counselor issues a Notice of Final Interview (29 CFR 1614).

C. Mediator. During mediation, the mediator is a neutral third-party who may use a variety of means to facilitate resolution of the conflict between the parties. During mediation, the mediator encourages the complainant or his or her representative and the involved management officials to:

(1) Clear up misunderstandings,

(2) Determine underlying interests and concerns,

(3) Find areas of agreement, and

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(4) Incorporate the areas of agreement into solutions (or mediated settlement) devised by and acceptable to the concerned parties.

D. Aggrieved Person and his or her Representative. The role of the aggrieved person is to cooperate with the mediator in developing and presenting information relevant to the allegations and recommending solutions.

(1) The aggrieved person may have a representative present to participate in the process.

(2) The representative serves as an advisor to the aggrieved person only.

(a) Since this is an administrative process, the representative may not actively participate in the mediation by cross examining, arguing, or presenting the aggrieved person's case.

(b) During the joint mediation meeting, the representative may only direct his/her remarks/comments to the aggrieved person.

(c) The representative may speak to the mediator on behalf of the aggrieved person during the separate caucus meetings.

3.6 Why does the Service use Alternative Dispute Resolution? We use the ADR process to:

A. Provide more efficient and effective options for resolution during the informal EEO complaint process to all parties involved.

B. Reduce the number of formal complaints by increasing the number of complaints/disputes resolved at the pre-complaint stage.

C. Reduce the average processing time of complaints.

D. Reduce the costs associated with processing complaints.

E. Increase active participation in problem-solving by involved parties, which reduces the number of future complaints.

F. Ensure better use of staff and resources.

G. Increase the confidence of employees and managers in the Service EEO process.

H. Enhance the overall morale and cooperation of employees, supervisors, and managers.

I. Create a work environment with open communication, access to information, and effective problem-solving.

J. Enhance the EEO counseling program by introducing a forum that provides maximum participation of managers, supervisors, and employees in resolving employment matters through mediation at the earliest stage of the complaint process.

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K. Attempt to prevent an often irreversible escalation of tensions.

3.7 What are the criteria for using the ADR Process? Unless we determine the issue is not appropriate or feasible for mediation, we will offer ADR to the aggrieved. See 5 U.S.C. 572(b) for examples of situations in which ADR may not be appropriate.

3.8 What issues does the Service exclude from using the ADR process?

A. We generally exclude the following issues from the ADR process:

- (1) Allegations of sexual harassment,
- (2) Class complaints,
- (3) Claims or complaints from applicants for employment, and
- (4) Allegations involving termination.

B. However, we may consider ADR for any issue if:

- (1) The parties agree to or request ADR, and
- (2) The Chief, Branch of Equal Opportunity and Diversity (Bureau EEO Officer) approves it.

3.9 What are the ADR procedures?

A. If we determine that the complaint meets the criteria of the program, the EEO Counselor explains and offers the program to the aggrieved person.

B. Participation by the aggrieved person is voluntary; if the aggrieved elects to participate in ADR, Service managers have a duty to cooperate in the ADR process.

C. If the aggrieved person elects to participate in the program, the pre-complaint processing period must be 90 days. The EEO Counselor must inform the Responding Management Official (RMO) of the aggrieved election, explain the ADR process to the RMO, identify a mediator, and coordinate the exchange of the parties' contact information with the mediator.

D. If mediation is not successful, the mediator must inform the EEO Counselor of the result. The EEO Counselor must issue the Notice of Final Interview and Right to File Complaint to the aggrieved.

E. If mediation is successful, the EEO Counselor must prepare a written resolution agreement consistent and in compliance with 061 FW 4. Upon approval, the aggrieved party and his or her representative, the Regional Director (or a management designee), and other appropriate officials must sign and date the agreement.

F. If the aggrieved person declines ADR or the issues are not within the program criteria, the matter is addressed using traditional pre-complaint counseling (29 CFR 1614).

3.10 Are negotiations for resolutions confidential? All matters discussed during ADR, excluding disclosure of criminal acts, violence, or threats of violence against a person, are confidential. Nothing

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said or done during attempts to resolve the complaint through ADR may become the subject of an EEO complaint.

3.11 What is the Service's settlement authority for ADR settlement agreements? The Assistant Director – Budget, Planning and Human Resources, in consultation with the appropriate officials in the Office of the Solicitor and the Regional office, reviews and approves or declines to approve all mediated settlements that convey any material benefit to the aggrieved/complainant prior to execution (see 061 FW 4).

3.12 What are the reporting requirements for ADR? The Branch of Equal Opportunity and Diversity must report ADR efforts and results as a part of the monthly and semi-annual reports described in 061 FW 1.


Acting Deputy
DIRECTOR

Date: 9/23/08

**ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2018**

A. Name and Address of Agency:

U.S. Fish and Wildlife Service
5275 Leesburg Pike
Falls Church, Virginia 22041-3803

B. Name and Title of Designated FEORP Official (if address is different from Section A, include e-mail address and telephone and fax numbers):

Julia Bumbaca
Diversity Program Manager
U.S. Fish and Wildlife Service, Headquarters
MS: ODIWM
5275 Leesburg Pike
Falls Church, Virginia 22041-3803
Office: 703-358-2349
Julia_Bumbaca@fws.gov

C. Name and Title of Contact Person (if address is different from Section A, include e-mail address and telephone and fax numbers):

Jessie V. Cheek
Human Resources Specialist
U.S. Fish and Wildlife Service, Headquarters
5275 Leesburg Pike
Falls Church, Virginia 22041-3803
Office: 703-358-2597
Jessie_Cheek@fws.gov

CERTIFICATION

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

SIGNATURE  DATE 11/19/2018
Chief Human Capital Officer

SIGNATURE  DATE 11/19/2019
Director, Equal Employment Opportunity

SIGNATURE  DATE 11/19/2019
Director, Diversity and Inclusion

****Note**** If you are unable to use the digital signature function, please sign the Annual FEORP Plan Certification and send it electronically with your submission.

Federal Equal Opportunity Recruitment Program (FEORP) Report - FY 2018

Executive Summary

The Fiscal Year (FY) 2018 U.S. Fish and Wildlife Service (FWS) Federal Equal Opportunity Recruitment Program (FEORP) Report highlights human capital practices to recruit, develop and retain a diverse and highly qualified civilian workforce. FWS conducts these activities under the guidance of the Director's Five-Year Strategic Diversity and Inclusion Implementation Plan (DIIP) FY 2015 - FY 2019. The DIIP includes four objectives:

Objective 1: Building Diversity as a Core Value.

Objective 2: Establish Partnerships and Targeted Recruitment Sources.

Objective 3: Conduct Targeted Recruitment.

Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management.

- Objective 1: Building Diversity as a Core Value
 - 1.2. Communicate the benefits of diversity and inclusion to your staff to reinforce your commitment and demonstrate your support to an inclusive workforce.
- Objective 2: Establish Partnerships and Targeted Recruitment Sources
 - 2.1. Establish, update, and enhance partnerships with targeted organizations.
- Objective 3: Conduct Targeted Recruitment
 - 3.1 Develop targeted recruitment strategies.
- Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management
 - 4.1. Adhere to the FWS's Policy on the development and establishment of Employee and Supervisor Performance Appraisal Plans (EPAP) for each employee, supervisor and manager.

Recruitment Strategy: National Recruitment Initiative (DIIP Objective 2, DIIP Objective 3)

In Spring 2018, and as part of our larger efforts to recruit and retain a workforce that better reflects the diversity of the American public, the FWS Regional Offices initiated a centralized hiring process to:

- 1) Recruit and hire exceptional talent to deliver our important mission; and
- 2) Build a workforce that reflects the multitude of backgrounds in our country.

In mid-May 2018, 40 positions across the 401 and 482 job series at the GS-7/9 level (FPL GS-11) were advertised on USAJobs. Complementary to this Regional centralized hiring effort, a *Diversity*

Recruitment Team identified and recommended ways to accomplish effective outreach beyond traditional means. The team was made up of a diverse group of individuals from multiple programs, in multiple locations, and at multiple points in their federal careers. The team targeted much time and energy to developing tools and conducting outreach that assisted in the Spring 2018 Regional centralized hiring effort.

Strategies Used:

To increase diversity in the applicant pool, the following outreach strategies were developed and implemented:

- Vacancies were advertised under the Pathways Recent Graduates authority to target a new cadre of applicants (concurrent MPP vacancy announcements were developed as well, to give our current workforce the ability to benefit from this opportunity).
- Outreach efforts launched two weeks *prior* to the opening of vacancy announcements to increase external awareness and give new applicants to the Federal government time to register on USAJOBS, prepare resumes, research the FWS, etc.
- The Diversity Recruitment Team developed a number of tools to increase effectiveness of outreach. This included:
 - 1) An electronic *“Work for Wildlife” flyer* that described: the FWS, the upcoming vacancies, how to apply, and who to contact for answers to questions.
 - 2) An electronic *“Tips when Applying for Federal Jobs” flyer* that provided information to successfully navigate the federal application process, important for first time applicants.
 - 3) *Ready-made social media content* was provided to university and outreach partners to plug into their social media platforms. Doing so, allowed them to easily insert our messages and links directly into their platforms and connect with their followers.

FWS Accomplishments and Promising Practices

Diversity

FWS executed a Service-wide National Recruitment Initiative, designed to reach a broader diverse applicant pool to provide additional opportunities to correct the low participation rate of minorities in the workforce. The new workforce planning process enabled the FWS to project vacant positions nationally, develop national strategies for recruitment, and track performance with an emphasis on the mission biology job series (400 series). The Workforce Recruiters created a central point of contact and candidate list for this effort. The list included national and regional targeted recruitment partners, 20 Partnership Universities, and other colleges and universities the recruiters have relationships with to reach targeted groups. The vacancies were opened to the Public DEU process, which enabled more minorities to apply and be referred to hiring managers.

FWS sponsored the fourth year of the DFP in compliance with the Direct Hiring Authority authorized under DOI Personnel Bulletin No. 12-15. The 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, which enhances FWS' ability to achieve a more diverse workforce through targeted recruitment.

In FY2018, the FWS continued to provide leadership for the management 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. Under guidance of the Deputy Director, the FWS collaborated with partner organizations to identify ten key activities that the DJV will plan and implement in the coming year. The DJV Partners formed Working Groups to carry out the activities that include developing a communication strategy, best practices for recruitment; promoting inclusion in the workplace; conservation career lesson plans, and creation of the DJV website. Of particular note, the Partners developed a platform with content that provides job related resources for college students, professionals, and employers to promote diversity in the conservation workforce.

FWS continues to support and maintain Non-Traditional Partnerships with:

- Hispanic Access Foundation (HAF). Through the partnership, FWS promotes training and employment opportunities among qualified youth. The FWS partnered with HAF to promote Latino Conservation Week, which encouraged Latinos nationwide to visit and engage in refuges across the country. HAF recruits, trains, places, and supports Latino youth in internship positions.
- League of United Latin American Citizens (LULAC). FWS promotes employment opportunities among qualified candidates by sharing job announcements with local LULAC chapters across the country. FWS participated in the third annual LULAC Federal Training Institute Partnership Conference, in Washington, D.C.
- Latino Outdoors, Green Latinos, and Hispanics Enjoying Camping, Hiking, and the Outdoors (HECHO). By sharing job announcements with these Latino serving organizations, we further

promote employment opportunities among Latinos. Furthermore, given shared conservation and environmental goals, we assist and collaborate with these organizations by using our communications channels to reach and engage Latinos with common, mutually beneficial messages and calls to action.

- Phi Beta Sigma Fraternity: The FWS continues its partnership with the Phi Beta Sigma Fraternity (a primarily African American Fraternity) by actively participating in Fraternity sponsored activities, such as career fairs, to provide information on environmental education and careers in natural resources.
- Zeta Phi Beta Sorority: Continues support of the Zeta Phi Beta Sorority Inc. (a primarily African American Sorority) by actively participating in activities to provide diverse women and girls information on environmental education and careers in natural resources.

Inclusion

The Executive Diversity Committee (EDC) continues to emphasize their expectations to increase diversity and provide guidance on ensuring that the planned activities are implemented for the Director's Five-Year Strategic Diversity and Inclusion Implementation Plan (DIIP) FY 2015-FY 2019. The EDC is in the process of establishing new priorities for FY 2019.

The Deputy Director personally monitors low participation rates in order to identify anomalies (triggers) in workforce demographics reported throughout the year to the Directorate to reinforce the need for the Directorate to work collectively together on diversity initiatives. In order to more effectively monitor progress reporting statistical reports have been increased to bi-weekly reports on the demographic composition of the workforce. This has significantly improved Service-wide awareness and support for the Service's diversity and inclusion initiatives.

FWS completed a comprehensive barrier analysis and devised actions to address challenges that have an impact on the work environment for its FY 2018 Management Directive 715 (MD-715) report. The requirement to conduct a "Barrier Analysis" is central to the MD-715 reporting procedures in order to determine the root cause(s) for the challenges that the FWS is having in hiring and retaining women, minorities, and individuals with disabilities. The Director personally participated in meetings with the EEOC to discuss the barrier analysis on employment factors such as recruitment, hiring, retention, separations, promotions, internal selections, training and development, awards, and discipline.

Sustainability

The FWS is striving to shape its workforce to better reflect the diversity of the people we serve. The members of the SES have specific items in Element 2 of their Executive Performance Agreement and all managers and supervisors are evaluated on their effectiveness in carrying them out as part of their periodic performance appraisals.

- Executive mandates senior officials to include EEO personnel in regional/program meetings regarding workforce planning/changes that may affect equal employment opportunities.
- Executive takes proactive measures and works cooperatively with both internal and external customers/stakeholders in an effort to improve diversity and inclusion in the workplace.

- Executive demonstrates knowledge and application of EEOC's, OPM's and DOI's EEO regulations and procedures to improve diversity and inclusion in the workplace. Directs subordinate senior officials to ensure completion of Action Items in the Service's Diversity and Inclusion Implementation Plan (DIIP), by actively working with Workforce Recruiters and Human Resources Specialists, and to participate in EEOCs Management Directive 715 (MD-715) Plan Part G, Agency Self-Assessment Checklist.
- Executive completes mandatory EEO/Diversity training and ensures subordinate senior officials receive such mandatory training.

FWS has committed funding for new Service-wide training and reinforced the importance of training being conducted on equal employment opportunity and diversity. The subjects include: diversity, inclusion, reasonable accommodations/personal assistance services; special hiring authorities; diversity change agent training; disability sensitivity; barrier analysis training; Civil Treatment for Leaders (CTL), EEO complaints and a one-day training program on diversity/EEO/ethics and barrier analysis.

Annual FEORP Plan for Fiscal Year 2019

FWS conducts Diversity and Inclusion initiatives under the guidance of the Director's Five-Year Strategic Diversity and Inclusion Implementation Plan (DIIP) FY 2015 - FY 2019.

In FY 2019, FWS will focus on the following activities under each DIIP objective:

- Objective 1: Building Diversity as a Core Value
 - 1.2. Communicate the benefits of diversity and inclusion to staff to reinforce commitment and demonstrate support to an inclusive workforce.

- Objective 2: Establish Partnerships and Targeted Recruitment Sources
 - 2.1. Establish, update, and enhance partnerships with targeted organizations.
 - 2.2 Develop targeted recruitment strategies.

- Objective 3: Conduct Targeted Recruitment
 - 3.2 Maintain an active national targeted recruitment team to work with recruiters, human resources specialists and hiring officials in executing strategies for job-specific recruitment designed to reach desired communities to increase the pool of targeted candidates from low participation groups for positions.

- Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management
 - 4.2. Adhere to the Service's Policy on the development and establishment of Individual Development Plans (IDP) for each employee, supervisor and manager.

FWS has scheduled a second National Recruitment Initiative to advertise approximately 75 entry-level positions in the 400 biological series. FWS established a national recruitment team to focus on targeted recruitment. Each Region has identified key program managers to work immediately with the workforce recruiters to execute targeted recruitment strategies and activities to broaden the pool of diverse applicants. Managers and recruiters will work as a team to identify and meet with established key contacts and networks that will assist FWS in locating and reaching individuals from targeted groups who are interested and qualified for FWS biological science positions.

FWS will be advertising over 80 positions in the Directorate Resource Assistant Fellows Program (DFP) in compliance with the Direct Hiring Authority authorized under DOI Personnel Bulletin No. 12-15. The 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, which enhances FWS' ability to achieve a more diverse workforce through targeted recruitment.

FWS will continue to provide leadership for the management 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. Under guidance of the Deputy Director, the FWS collaborated with partner organizations to identify ten key activities that the DJV will plan and implement in the coming year. The DJV Partners formed Working Groups to carry out the activities that include developing a communication strategy, best practices for recruitment; promoting inclusion in the workplace; conservation career lesson plans, and creation of the DJV website. Of particular note, the Partners developed a platform with content that provides job related resources for college students, professionals, and employers to promote diversity in the conservation workforce.

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- Latino Outdoors, Green Latinos, and Hispanics Enjoying Camping, Hiking, and the Outdoors (HECHO). By sharing job announcements with these Latino serving organizations, we further promote employment opportunities among Latinos. Furthermore, given shared conservation and environmental goals, we assist and collaborate with these organizations by using our communications channels to reach and engage Latinos with common, mutually beneficial messages and calls to action.
- Phi Beta Sigma Fraternity: The FWS continues its partnership with the Phi Beta Sigma Fraternity (a primarily African American Fraternity) by actively participating in Fraternity sponsored activities, such as career fairs, to provide information on environmental education and careers in natural resources.
- Zeta Phi Beta Sorority: Continues support of the Zeta Phi Beta Sorority Inc. (a primarily African American Sorority) by actively participating in activities to provide diverse women and girls information on environmental education and careers in natural resources.

FWS will launch a Dignity and Respect Campaign to create a workplace where ideas are shared freely, expectations are clearly articulated, and people understand what is expected of them and how they should behave, including following professional values and codes of conduct. The Dignity and Respect Campaign is one of many responses to various feedback mechanisms (i.e., focus groups, surveys, exit surveys). The Dignity and Respect Campaign is built on the foundation of 30 Tips of Dignity and Respect, which encourage each of us to be mindful of our

interactions with others. The Campaign will entail several deliberate actions that can be taken to enhance the work environment. In FY 2019, the FWS will sponsor a Dignity and Respect website to provide additional information to employees.

In 2019, FWS will mobilize a National Targeted Team to utilize existing and targeted networks, partners, and contacts to assist them in dissemination of job information to individuals who are qualified and interested in pursuing a career in the FWS. These networks, partnerships and/or contacts include over fifty colleges and universities that offer the disciplines qualifying for biological science positions, expansive networks and contacts that are in partnerships with the FWS, and robust contact lists of individuals who are current or former college students.

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification

1. Agency	U.S. Fish and Wildlife Service	2. FY	2019
3. POC Name	Bill Fuller	4. Phone	(703) 358-2367

5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

The U.S. Fish and Wildlife Service (FWS) is the premier government agency dedicated to the conservation, protection, and enhancement of fish, wildlife and plants, and their habitats for the benefit of the American people. It is the only agency in the federal government whose primary responsibility is management of these important natural resources for the American public. FWS also helps ensure a healthy environment for people through its work benefiting wildlife, and by providing opportunities for Americans to enjoy the outdoors and our shared natural heritage.

Veteran employment is a commitment of the FWS and is integrated into our workforce planning strategies for hiring a highly skilled workforce. FWS will commit resources, including time, money and people to be successful. The FWS is committed to both the recruitment and retention of veterans and disabled veterans and supports the Executive Order 13518 regarding improving the hiring of veterans, especially disabled veterans, in the Federal government.

6. OPM DVAAP Manager Official Use Only: Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>
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7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)

8. Total # Employees	8,494	9. # Of Veterans	1,429	10. # Of Disabled Veterans	665	11. # Of 30% Or More Disabled Veterans	402
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Overall Changes As of September 30, 2018, the U.S. Fish and Wildlife Service (FWS) permanent workforce was comprised of 7,578 employees. This was a decrease of 477 permanent employees as compared to FY17. The permanent workforce included 593 (7.8%) disabled veterans of which 354 (4.7%) were 30 percent or more disabled. The service has increased its 30% disabled workforce from (4.4%) in FY17 to (4.7%) in FY18. The U.S. Fish and Wildlife Service overall veterans permanent workforce has increased slightly from (16.8%) in FY17 to (17.0%) in FY18. Of the total number of disabled Veterans the Service has increased slightly from (7.5%) in FY17 to (7.8%) in FY18.

New Hires

FY 2018 total new permanent accessions (outside of DOI) workforce data indicated that 56 (33.7%) were veterans, and 32 (19.3%) of permanent hires were disabled veterans, and 20 (12.0%) of all accessions were 30% or more disabled veterans. Also workforce data showed that disabled veterans received (14.3%) of all promotion's.

Comparing FY2017 and FY2018 permanent workforce the Service has had a slight decrease its total over number of disabled veterans from 603 (7.5%) to 593 (7.8%). The Service has also had a slight decrease its overall permanent workforce for 30% or more compensable veterans from 358 (4.4%) to 354 (4.7%). This is taking into account that the Service's overall permanent workforce has decreased by 477 employees for FY18. FWS continues to strive in increasing the hiring of both disabled veterans as well as those veterans who have a compensable disability of 30% or more. Our goal for FY2018 was to increase the hiring of 30% more disabled veterans. Based on the decrease in our permanent workforce FWS also fell in our permanent accessions of 30% or more disabled veteran from (14.4%) in FY17 to (12.0%) in FY18. FWS was able to maintain permanent accessions of disabled veteran at 19% in FY18 based on our total accessions outside of DOI.

Separations

There were a total of 288 (12.8%) permanent (non-retirement) 30% or more separations in FY18 as compared to 311 (10.6%) in FY17. This was an increase of (2.2%) of 30% or more compensable veterans.

Promotions

There were 633 promotions in FY18. Veterans with 30 percent or more received (14.3%) of the overall competitive and non-competitive promotions. The service had increased in promotions for 30% of more compensable veterans from (1.8%) in FY17 to (4.2%) in FY18.

12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes Somewhat No

13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

The FWS Workforce Recruiters are the primary recruiting method for seeking out and recruiting disabled veterans. The workforce recruitment team is geographically dispersed throughout the United States and have established a solid working relationship with most known veterans organizations and facilities in the U.S. Individually and collectively, the workforce recruiters have built up an extensive network of 41 military transition centers and 140 Federal and State veteran employment offices that works with the FWS collaboratively. In FY19 and they will expand the use of recruitment sources for disabled veterans to include:

- America Job Centers,
- Centers for Independent Living, and
- Employment Network Service providers.

FWS plans to conduct a National Hiring Initiative for the scientific jobs series 401,482, 485 and 486. These efforts will lead to both competitive and non-competitive positions selection with veterans.

The recruiting teams will continue to focus on recruiting at 20 selected colleges that ranked high on graduating a diverse student population for our biological science/natural resource management positions. Every college identified will be visited by the recruiting team (and/or an employee that is an alumni of the school) to establish a long term relationship with the college and to help build an academic process that will lead to more minority students and disabled veterans being eligible for our programs. The POC for disability and/or veterans programs will be established at each school.

Using the FWS Workforce Planning Vacancy Log, the workforce recruiters will continue to identify current and projected vacancies, and partner with the hiring managers and HR professionals to discuss special hiring authorities with HR and Hiring Managers. (30% Disabled Veterans, VEOA, VRA, PMF, DFP, Pathways, AmeriCorps, Peace Corps, Schedule A, Public Land Corps.) and use veteran networks and a list of points of contacts to identify qualified candidates for a noncompetitive hire. Recruiters will also collaborate and develop targeted recruitment contacts that are appropriate for the series, grade, and area of consideration for vacancies for those positions announced in USAJobs.

14. OPM DVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?

Yes Somewhat No

15. OPM DVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?

Yes Somewhat No

16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

In accordance with the FWS Diversity and Inclusion Implementation Plan, all supervisors and managers are required to establish Individual Development Plans (IDP's) for all their employees, including disabled veterans. The goal is to outline career advancement training, employee development programs and work opportunities for all employees. Positions have been advertised at developmental levels to attract veterans to both our mission critical positions and administrative and clerical positions.

The FWS continues to successfully use DOD's Computer/Electronics Accommodations Program (CAP) and other resources for reasonable accommodations for employees with disabilities, including disabled veterans.

All employee messages are sent to encourage internal applicants to apply for the FWS Stepping-up to Leadership and Advanced Leadership Development Programs. All supervisors and managers are encouraged to have employees participate on details or temporary assignments for developmental growth.

The FWS National Conservation Training Center (NCTC) provides a variety of leadership and career development training courses that the FWS Directorate, managers and supervisors are encouraged to utilize for all of their employees growth and development. The NCTC website provides employees with the ability to register online and NCTC frequently circulates announcements for upcoming training classes.

Ensure all supervisors understand the roles and responsibilities of supervision and are willing to engage in employee development, constructive evaluations, and the retention of quality employees.

FWS will continue to leverage noncompetitive hiring authorities such as Schedule A, Veterans Recruitment Authority, 30% Disabled and the Veterans Employment Opportunity Act (VEOA) to attract 30% veterans to apply for positions.

All employees are encouraged to sign up for FWS mentoring program to seek out guidance and/or advice for career development and/or employee engagement.

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?

Yes Somewhat No

18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?

Yes Somewhat No Not Needed

19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

Quarterly workforce analysis reports will be provided to keep managers and supervisors abreast of disabled veteran's inclusion. Managers and supervisors are required to restructure professional biological science/natural resources management positions at the developmental/entry grade levels to increase the opportunities to appoint disabled veterans.

FWS, Headquarters will continue to use data calls, meetings and conferences to discuss, monitor and track training developed and delivered by Human Resources (HR) Diversity and Civil Rights (OCR) on the Federal Hiring Process to representatives of advocacy groups and organizations that promote the recruitment, selection, advancement, and retention of diverse individuals, including disabled veterans. The training will provide them with general information on competitive hiring procedures, merit promotion hiring procedures, and the use of special appointing authorities and programs for disabled veterans.

The FWS, Headquarters will continue to coordinate and collaborate with Regional Diversity and Civil Rights Managers on effective and efficient ways to educate and encourage all FWS managers and supervisors to utilize the Operation Warfighter Internships and to hire veterans non-competitively when they are eligible for employment.

FWS will continue to promote value and appreciate FWS Veteran employees through annual veteran's recognition events as well as information posted on Inside FWS such as success stories and photos being present on web pages.

20. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes Somewhat No Not Applicable

21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)

The FWS communication strategy to region/field offices and the integration with Diversity and Inclusion involves the following:

The Deputy Director communicates frequently with the Regional Directors to discuss recruitment accomplishments and goals. Each Region and Headquarters has a full-time Workforce Recruiter. The EEO Director also will communicate monthly with the Chief of the Office of Diversity and Inclusion (CODI) and workforce recruiters to discuss accomplishments and goals and to address any regional concerns.

Each Region provides quarterly reports to the Office of Diversity and Inclusive Workforce Management (ODIWM). These reports capture all recruitment, partnerships, and outreach activities and accomplishments for the quarter. There is a specific section devoted to report Veterans Accomplishments.

ODIWM has bi-weekly conference calls and periodic video conferencing calls with the entire staff of 40 employees service-wide to share best practices and evaluate progress towards recruitment and outreach goals and objectives for all groups including Veterans and individuals with disabilities. ODIWM has committed to an annual face-to-face meeting to hold training and informational webinars for EEO professionals and recruiters and CODI's. Training includes information on veterans programs and sessions covering recruitment and hiring of disabled veterans.

Recruiters will send all FWS vacancy announcements to the VA Regional Recruiters.

The regional National program managers communicate regularly with their field offices with the use of webinars, video conferencing, field visits, e-mail notifications, Inside FWS, and social media.

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)

Yes Somewhat No

**23. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Rebekah Giddings, Deputy Assistant Director for Budget, Planning and Human Capital
(703) 358-1743 (rebekah_giddings@fws.gov)

Bill Fuller Human Resources Specialist (703) 358-1743 (bill_fuller@fws.gov)
Julia Bumbaca Disability Program Manager (703) 358-2349 (julia_bumbaca@fws.gov) Carolyn McGuire Senior
Advisor (ODIWM) (703) 358-1824 (carolyn_mcguire@fws.gov)

Bryan Lee, Recruiter (612) 713-5277
Sharon Fuller-Barnes, Recruiter (505) 248-6456
Courtney Williams, Recruiter (404) 679-7080
Rachel McCracken Recruiter (303) 236-4589
Terry Whittaker Recruiter (907) 786-3518

Plan Certification

The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

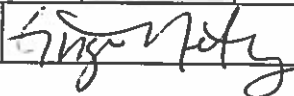
Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered		From	10/01/2018	To	09/30/2019
25. Agency Name	U.S. Fish and Wildlife Service				
26. DVAAP POC's Name	Bill Fuller				
27. Title	Human Resources Specialist				
28. Telephone Number	(704) 358-2367	29. Email	bill_fuller@fws.gov		
30. Date Plan Last Amended	09/30/2017	31. Date Effective			
32. DVAAP Certifying Official's Name	Rebekah Giddings				
33. Title	Deputy Assistant Director for Budget, Planning and Human Capital				
34. Telephone Number	(703) 358-1743	35. Email	rebekah_giddings@fws.gov		
36. DVAAP Certifying Official Signature				37. Date	11/05/2018

Department of the Interior
Fish and Wildlife Service

2018 Federal Employee Viewpoint Survey: Employee Engagement Index

	<i>Your Results</i>	<i>DOI</i>
<i>Employee Engagement Index - Percent Positive</i>	68%	65%
<i>Leaders Lead</i>	50%	49%
<i>Supervisors</i>	79%	75%
<i>Intrinsic Work Experience</i>	74%	73%

	<i>Your Results</i>	<i>DOI</i>
<i>Leaders Lead – Percent Positive</i>	50%	49%
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	35%	36%
54. My organization's senior leaders maintain high standards of honesty and integrity.	45%	46%
56. Managers communicate the goals of the organization.	63%	58%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	62%	58%
61. I have a high level of respect for my organization's senior leaders.	44%	46%

	<i>Your Results</i>	<i>DOI</i>
<i>Supervisors – Percent Positive</i>	79%	75%
47. Supervisors in my work unit support employee development.	78%	72%
48. My supervisor listens to what I have to say.	82%	79%
49. My supervisor treats me with respect.	85%	83%
51. I have trust and confidence in my supervisor.	73%	70%
52. Overall, how good a job do you feel is being done by your immediate supervisor?	75%	72%

	<i>Your Results</i>	<i>DOI</i>
<i>Intrinsic Work Experience – Percent Positive</i>	74%	73%
3. I feel encouraged to come up with new and better ways of doing things.	68%	64%
4. My work gives me a feeling of personal accomplishment.	77%	75%
6. I know what is expected of me on the job.	80%	78%
11. My talents are used well in the workplace.	63%	62%
12. I know how my work relates to the agency's goals.	82%	84%

Department of the Interior
Fish and Wildlife Service
2018 Federal Employee Viewpoint Survey: Global Satisfaction Index

	<i>Your Results</i>	<i>DOI</i>
<i>Global Satisfaction Index - Percent Positive</i>	68%	64%
69. Considering everything, how satisfied are you with your job?	71%	69%
70. Considering everything, how satisfied are you with your pay?	66%	62%
71. Considering everything, how satisfied are you with your organization?	62%	59%
40. I recommend my organization as a good place to work.	72%	67%

Department of the Interior
Fish and Wildlife Service

2018 Federal Employee Viewpoint Survey: Diversity & Inclusion - The New IQ Index

	<i>Your Results</i>	<i>DOI</i>
Diversity & Inclusion - The New IQ Index - Percent Positive	65%	61%
<i>Fair</i>	53%	50%
<i>Open</i>	64%	59%
<i>Cooperative</i>	60%	55%
<i>Supportive</i>	82%	79%
<i>Empowering</i>	63%	61%

	<i>Your Results</i>	<i>DOI</i>
Fair - Percent Positive	53%	50%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	35%	34%
24. In my work unit, differences in performance are recognized in a meaningful way.	40%	39%
25. Awards in my work unit depend on how well employees perform their jobs.	56%	51%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	60%	56%
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	75%	69%

	<i>Your Results</i>	<i>DOI</i>
Open - Percent Positive	64%	59%
32. Creativity and innovation are rewarded.	48%	44%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	63%	57%
45. My supervisor is committed to a workforce representative of all segments of society.	75%	71%
55. Supervisors work well with employees of different backgrounds.	70%	66%

Department of the Interior
Fish and Wildlife Service

2018 Federal Employee Viewpoint Survey: Diversity & Inclusion - The New IQ Index

	<i>Your Results</i>	<i>DOI</i>
Cooperative - Percent Positive	60%	55%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	57%	53%
59. Managers support collaboration across work units to accomplish work objectives.	63%	58%

	<i>Your Results</i>	<i>DOI</i>
Supportive - Percent Positive	82%	79%
42. My supervisor supports my need to balance work and other life issues.	88%	84%
46. My supervisor provides me with constructive suggestions to improve my job performance.	68%	64%
48. My supervisor listens to what I have to say.	82%	79%
49. My supervisor treats me with respect.	85%	83%
50. In the last six months, my supervisor has talked with me about my performance.	86%	83%

	<i>Your Results</i>	<i>DOI</i>
Empowering - Percent Positive	63%	61%
2. I have enough information to do my job well.	73%	69%
3. I feel encouraged to come up with new and better ways of doing things.	68%	64%
11. My talents are used well in the workplace.	63%	62%
30. Employees have a feeling of personal empowerment with respect to work processes.	49%	48%



STRATEGIC PLAN FOR FISCAL YEARS 2018 – 2022



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LETTER FROM THE SECRETARY

The Department of the Interior's Strategic Plan for Fiscal Year 2018-2022 is our bold vision for the future under President Donald J. Trump. As the chief stewards of our public lands, it is our job to ensure that these lands continue to be used "for the benefit and enjoyment of the people," as the words engraved into the Roosevelt Arch at Yellowstone National Park so proudly proclaim.



We will restore the American conservation ethic that built our nation. Among the American traditions that made our country great was a philosophy of multiple-use on our public lands. I am an admirer of President Theodore Roosevelt – he had it right. As President Roosevelt once remarked, "It is not what we have that will make us a great nation; it is the way in which we use it."

Our public lands are our greatest treasures, and all Americans should be able to experience these treasures. One of my top priorities as Secretary of the Interior is public access to public land. Recognizing that hunting and fishing is an integral part of the American heritage, we must do more to ensure that all Americans can enjoy these sports – not just the wealthy elite. Americans should also be proud of their public lands, which is why investing in American infrastructure and addressing the maintenance backlog at our National Parks is critically important.

While "benefit and enjoyment" includes recreation, it also includes traditional uses like grazing and timber harvesting. Our mandate is multiple-use of public lands, and multiple-use also includes the development of natural resources as we seek to leverage American energy for American strength. Americans should have the right to make a living off the land, and one of our most critical responsibilities at Interior is upholding this right.

If we are going to preserve our heritage, we must bolster our standing in the world. It is in the economic and national security interest of the United States to pursue a policy of American energy dominance. An America-First energy policy is one which maximizes the use of American resources while freeing us from dependence on foreign oil.

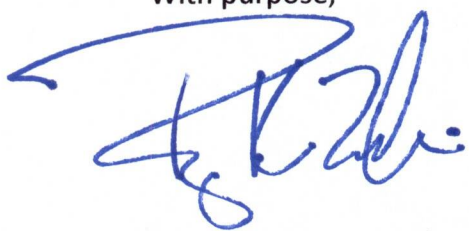
American energy dominance requires aggressive regulatory reform. With our strategic plan, the Interior Department has a unique opportunity to cut the burdensome, unnecessary regulations that have suppressed job creation and wealth generation. Regulatory reform also includes reduced permitting times. The Trump Administration will not deregulate or streamline at the expense of environmental standards or worker safety, but we will strike a balance and strive toward regulatory certainty going forward when creating a bureaucratic framework.

Along with our conservation stewardship responsibilities, we must also be the greatest champion of our tribal nations. Native Americans and Alaska Natives are proud people with a rich history. Sovereignty has to have meaning, and the days of empty promises to our tribal communities are over. Our priorities in Indian Country will be self-determination, government-to-government interaction, and empowerment.

To accomplish our goals, a reorganization of the Department is necessary. We will chart a path forward for the next 100 years at Interior, as Teddy Roosevelt did over a century ago. As a former Navy SEAL, I have long believed that a healthy front line makes for a healthy operation – it is in this spirit that the reorganization plan will focus on our front lines and how we can better engage those on the ground.

Our strategic plan will restore trust in local communities. The federal government has a long way to go when it comes to being a good neighbor, but I am confident we can get there. With a renewed focus on conservation and a bold approach to energy, the Department of the Interior can lead the way in making America great again. This is our desired outcome.

With purpose,



Secretary Ryan K. Zinke
United States Department of the Interior

MISSION AND ORGANIZATION

Mission

The Department of the Interior (DOI) conserves and manages the Nation's natural resources and cultural heritage for the benefit and enjoyment of the American people, provides scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people, and honors the Nation's trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper.

Vision

The Department of the Interior strives to fulfill a vision to:

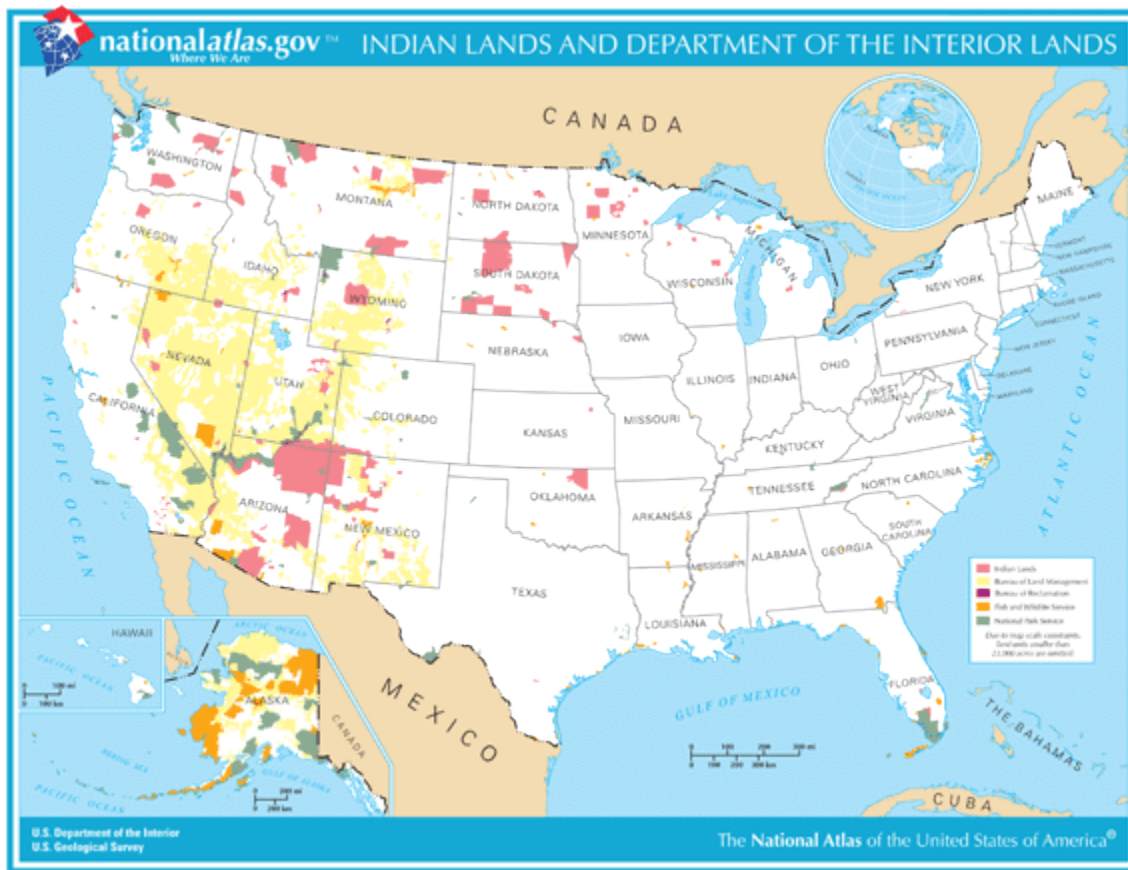
- *Promote energy dominance and critical minerals development* to create jobs for Americans, insulate our nation from volatile political developments overseas, provide additional energy security to allies via surplus domestic supply, and generate revenue for all levels of government so they in turn have the resources to better serve the American people.
- *Increase access to outdoor recreation opportunities for all Americans* so that our people can be healthier, more fully enjoy the wonderful features of their federal lands, and take advantage of hunting, fishing, and other outdoor recreation pursuits that are the roots of the conservation movement.
- *Enhance conservation stewardship* whereby all levels of government and private landowners work cooperatively together in an atmosphere of mutual respect to achieve shared natural resource management goals across landscapes.
- *Improve management of species and their habitats* by focusing our financial and staff resources on improving the status of our nation's fish and wildlife and the healthy habitats that support them, and by streamlining bureaucracy to help us spend relatively more of our funding productively on the ground to better meet societal needs and our own natural resource management responsibilities.
- *Uphold trust and related responsibilities*, recognizing the importance of government-to-government relationships with Indian tribes, Alaska Natives, and insular areas, and respecting self-determination and sovereignty.

History

The Department of the Interior (DOI) was established in 1849. The DOI was charged with managing a wide variety of programs, which included overseeing Indian Affairs, exploring the western wilderness, directing the District of Columbia jail, constructing the National Capital's water system, managing hospitals and universities, improving historic western emigrant routes, marking boundaries, issuing patents, conducting the census, and researching the geological resources of the United States. As the country matured during the last half of the 19th Century, so did the DOI and its mission began to evolve as some of these functions moved to other agencies at the same time the DOI acquired new responsibilities.

With information from Robert Utley and Barry Mackintosh, *The Department of Everything Else: Highlights of Interior History*, 1988, pp. 1-2.

Surface Lands Managed by the Department of the Interior

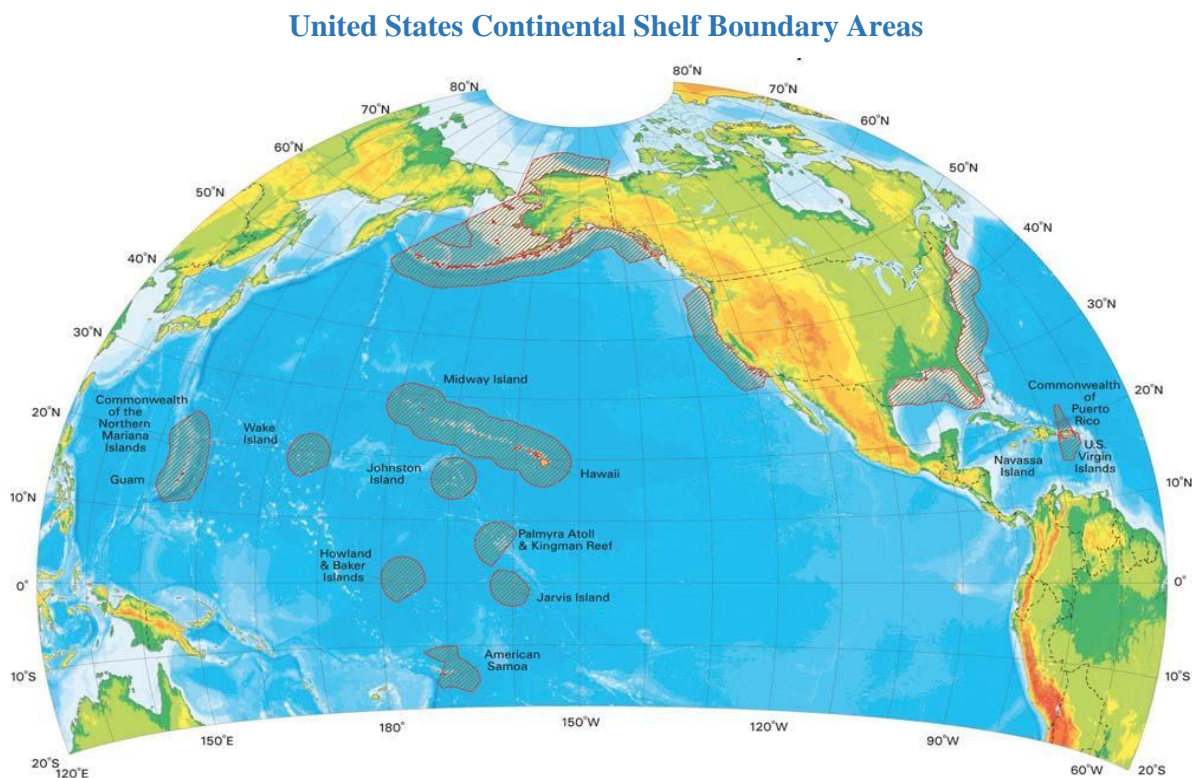


USGS Map, Oct 2014 (except for US Territories that are identified on next graphic)

Following Theodore Roosevelt's conservation summit and the awakening of the conservation movement at the beginning of the 20th Century, there was an increasing urgency and expanding congressional mandate to protect and more effectively manage the nation's natural resources. In 1905, management of the federal forests changed from the Department of the Interior to the United States Forest Service within the Department of Agriculture. Its Chief, Gifford Pinchot, introduced better forestry methods. Pinchot sought to turn public land policy from one that disposed of resources to private parties, to one that maintained federal ownership and management of public land. Pinchot argued that scientific management of forests and natural resources was profitable. He generally opposed preservation for the sake of preservation. During the 1960's and 1970's the DOI's authorizing statutes shifted to put more emphasis on the preservation, management, and use of public lands and natural and cultural resources.

Today, the DOI manages the Nation's public lands and minerals, including providing access to more than 480 million acres of public lands, 700 million acres of subsurface minerals, and 1.7 billion acres of the Outer Continental Shelf. The DOI is the steward of 20 percent of the Nation's lands, including national parks, national wildlife refuges, and other public lands; manages resources that supply 30 percent of the Nation's energy; supplies and manages water in the 17 Western States and supplies 15 percent of the Nation's hydropower energy; and upholds Federal trust responsibilities to 573 federally recognized Indian tribes and Alaska Native villages. The DOI is responsible for migratory bird and wildlife conservation, historic preservation, endangered species conservation, surface-mined lands protection and restoration, mapping, geological, hydrological, and biological science

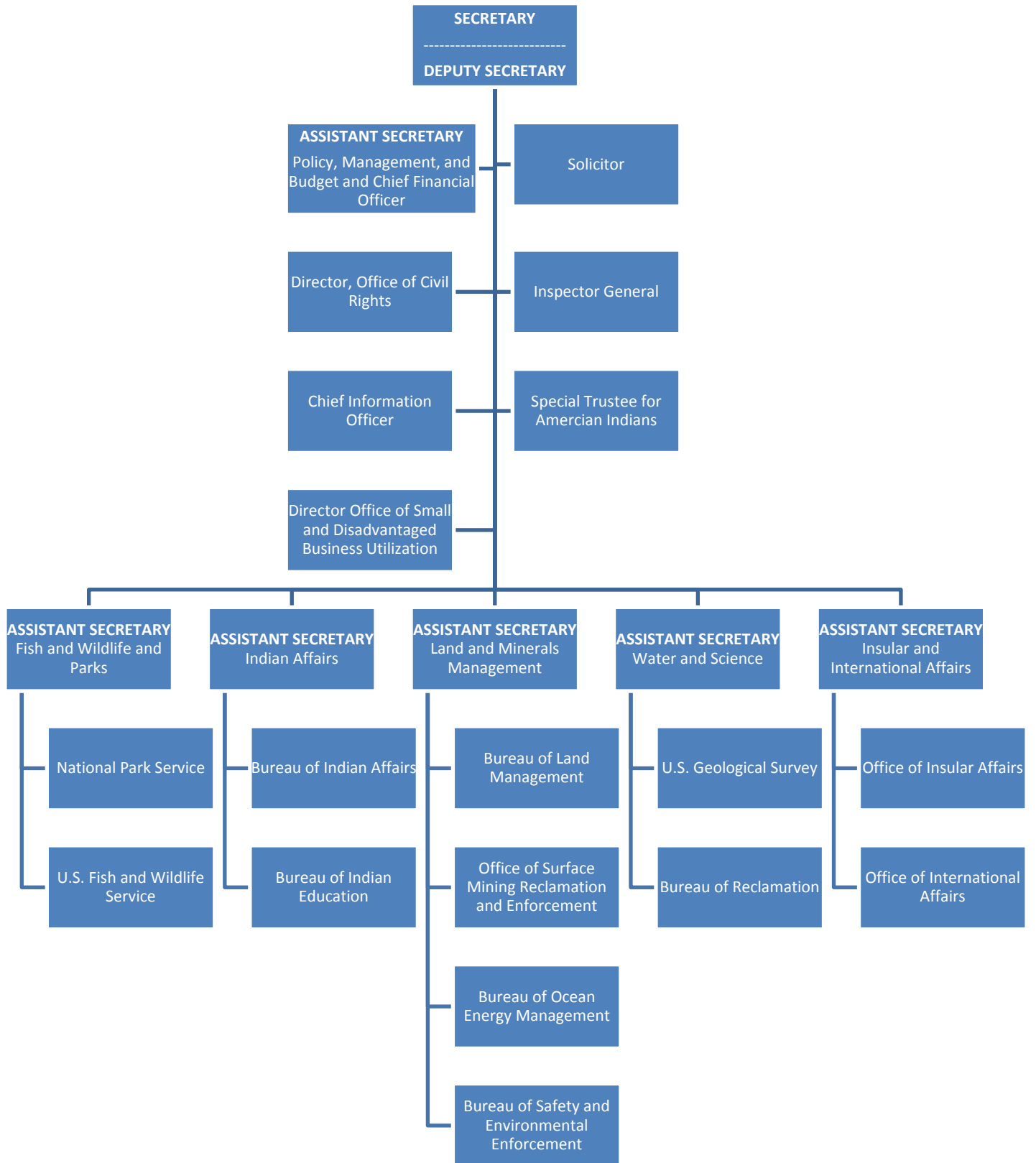
for the Nation, and financial and technical assistance for the insular areas (many of which are depicted in the following graphic).



National Geophysical Data Center, Sep 2001

The DOI's programs encompassed in this Strategic Plan cover a broad spectrum of activities that are performed by 10 bureaus and multiple offices and are captured in the following presentation of each entity's unique mission and set of responsibilities. The Strategic Plan's six mission areas capture the vitality, inventiveness, and potential of the bureaus and offices and the DOI's 70,000 dedicated and skilled employees. Along with our hardworking and skilled employees, over 350,000 much appreciated volunteers annually contribute their time in support of bureau and office missions, bringing unique local knowledge to park operations, assisting in recovery from natural disasters, and participating in environmental education, among other activities. We cannot effectively address all our responsibilities alone, so it is critical to strengthen partnerships with our sister federal agencies with related missions. In the federal family, we share forest, minerals, rangeland, and wildland fire management responsibilities with the US Department of Agriculture's Forest Service. We share water resource management and hydroelectric power generation responsibilities with the US Army Corps of Engineers, and we share fishery and endangered species management responsibilities with the Department of Commerce's National Marine Fisheries Service. In some ways, our relationships with state, tribal, and local government are even more important. We operate within the bounds of state water law, and respect state authority over resident wildlife. We deal with tribal governments on a government to government basis, respecting each other's authority and jurisdiction. We share land use planning responsibilities with local government, so we must make our own land management plans in a way that is mindful of the goals and plans of those local government neighbors.

US Department of the Interior Organization Chart



Bureau and Office Summaries



Bureau of Land Management (BLM)

- ▶ Manages public lands for the benefit of all Americans under the dual framework of multiple use and sustained yield on nearly 250 million surface acres, as well as 700 million acres of subsurface mineral estate. Priorities include:
 - ▷ Making full use of the Nation's domestic energy and mineral sources, including conventional and renewable energy sources;
 - ▷ Serving American families by providing outdoor recreation opportunities that are key to the Nation's heritage and its economy; and
 - ▷ Managing working landscapes to support sustainable livestock grazing operations; and timber and biomass production.
 - ▷ Developing and maintaining strong partnerships with State, local, and private stakeholders in shared conservation stewardship.



Bureau of Ocean Energy Management (BOEM)

- ▶ Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS);
- ▶ Administers nearly 3,000 active fluid mineral leases on over 16 million OCS acres;
- ▶ Oversees 4 percent of the natural gas and 18 percent of the oil produced domestically; and
- ▶ Oversees lease and grant issuance for off shore renewable energy projects.
- ▶ Manages leasing for marine mineral resources such as sand to facilitate beach replenishment and coastal nourishment projects.



Office of Surface Mining Reclamation and Enforcement (OSMRE)

- ▶ Protects the environment during coal mining through Federal programs, grants to states and Tribes, and oversight activities.
- ▶ Ensures the land is reclaimed afterwards.
- ▶ Mitigates the effects of past mining by pursuing reclamation of abandoned coal mine lands.



U.S. Geological Survey (USGS)

- ▶ Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.
- ▶ Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, consumption, and environmental effects.
- ▶ Conducts reliable scientific research in land resources, mineral assessments, and water resources to inform effective decision making and planning.
- ▶ Provides science information that supports natural resource decisions.
- ▶ Produces topographic, geologic, hydrographic, and biogeographic data and maps.



Bureau of Safety and Environmental Enforcement (BSEE)

- ▶ Fosters secure and reliable energy production from the 1.7 billion acre U.S. Outer Continental Shelf (OCS) for America's energy future.
- ▶ Conducts inspections, permitting, incident and equipment failure analysis, oil spill preparedness and enforcement programs aimed at promoting a culture of safety and reducing risk to those who work offshore.
- ▶ Supports the technical expertise to engage opportunities and to meet challenges to tap the full potential of OCS energy resources.



Bureau of Reclamation (BOR)

- ▶ Manages, develops, and protects water and related resources in an environmentally and economically sound manner in the interest of the American public.
- ▶ Largest wholesale supplier of water in the Nation
- ▶ Manages 492 dams and 338 reservoirs.
- ▶ Delivers water to 1 in every 5 western farmers and more than 31 million people.
- ▶ America's second largest producer of hydroelectric power.



Fish and Wildlife Service (FWS)

- ▶ Manages the lands and waters of the 855 million-acre National Wildlife Refuge System, primarily for the benefit of fish and wildlife.
- ▶ Manages 73 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries.
- ▶ Protects and conserves:
 - ▷ Migratory birds;
 - ▷ Threatened and endangered species; and
 - ▷ Certain marine mammals.
- ▶ Hosts about 48 million visitors annually at more than 560 refuges located in all 50 states and 38 wetland management districts.



Indian Affairs (IA)

- ▶ Fulfills Indian trust responsibilities.
- ▶ Promotes self-determination on behalf of 573 federally recognized Indian Tribes.
- ▶ Funds self-governance compacts and self-determination contracts to support all Federal programs including education, law enforcement, and social service programs that are delivered by Tribal Nations.
- ▶ Supports 183 elementary and secondary schools and dormitories, providing educational services to approximately 48,000 students in 23 states.
- ▶ Supports 32 community colleges, universities, post-secondary schools, and technical colleges.

Note: IA includes the Bureau of Indian Affairs (BIA) and the Bureau of Indian Education (BIE)



National Park Service (NPS)

- ▶ Maintains and manages a system of 417 natural, cultural, and recreational sites for the benefit and enjoyment of the American people.
- ▶ Manages and protects over 27,000 historic and prehistoric structures, nearly 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.
- ▶ Provides outdoor recreation to nearly 324 million visitors at national park units.
- ▶ Provides technical assistance and support to state, tribal and local natural and cultural resource sites and programs, and fulfills responsibilities under the National Historic Preservation Act of 1966.



Departmental Offices

- ▶ Immediate Office of the Secretary, Deputy Secretary, and Assistant Secretaries
- ▶ Office of the Solicitor
- ▶ Policy, Management and Budget provides leadership and support for the following:
 - ▷ Budget, Finance, Performance and Acquisition;
 - ▷ Public Safety, Resource Protection, and Emergency Services;
 - ▷ Natural Resources Revenue Management;
 - ▷ Human Capital and Diversity;
 - ▷ Technology, Information and Business Services;
 - ▷ Policy and Environmental Management
- ▶ Office of Inspector General
- ▶ Office of the Special Trustee for American Indians



Insular and International Affairs

- ▶ Coordinates federal policy for the territories of American Samoa, Guam, the U.S. Virgin Islands and the Commonwealth of the Northern Mariana Islands.
- ▶ Oversees the Department's involvement with oceans policy
- ▶ Manages the Department's involvement in international affairs
- ▶ Responsible for administering and overseeing U.S. federal assistance to the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association, as well as providing technical and financial assistance to all the Insular Areas.

Note: Includes Office of Insular Affairs and Office of International Affairs

CROSS-CUTTING PRINCIPLES

As the Department of the Interior (DOI) advances through FY 2018-2022, the following principles guide our leadership, management, and workforce.

Effective and Accountable Leadership - The DOI is committed to being an outstanding steward of approximately 500 million acres of public lands, 700 million onshore subsurface acres, and 1.7 billion acres of the Outer Continental Shelf (OCS) including magnificent vistas, valuable energy and mineral resources, unique ecosystems, range, and treasured natural, cultural, and heritage assets. The management and oversight of these resources require a dedicated cadre of employees, the contributions of volunteers, and the input of stakeholders to inform decision-making. The challenges of managing for a diverse constituency while meeting national goals for energy development and sustaining high levels of recreation and access require technical expertise, the best available science, and an understanding of the balance of development and conservation.

A critical role for DOI's senior executives is providing the necessary leadership to guide the efforts of DOI's offices, bureaus, and field locations in effectively achieving Presidential and Secretarial goals especially through:

- Ensuring cost effective operations and quality customer-centric service to the public;
- Facilitating cooperation and collaboration across organizations within the DOI and its federal and nonfederal partners;
- Ensuring a workplace environment that is safe, fair, and conducive to employee productivity; resolving conflicts as needed; and
- Holding individuals at all levels accountable for their actions.

Empowering the Field - Accomplishing the multi-faceted missions of the DOI involves the skills of 10 bureaus and spans 2,400 locations across the U.S. These locations are often remote and present managers with unique challenges. Managers and experts in the field organization must be allowed to exercise informed judgement and discretion, and must have a skilled workforce to address the issues and manage their operations. The DOI's agency reform plan, developed in response to the President's Executive Order "Comprehensive Plan for Reorganizing the Executive Branch," provides a strategy for better enabling our managers and workforce in the field through regional realignment and executive empowerment, increased colocation, and shifting workforce resources closer to the DOI's field locations.

Engaging the Nation in Cooperative Stewardship - In managing such a broad range of resources for the benefit of the public, the DOI works closely with other federal agencies, state, tribal, territorial, and local governments, and the public. The DOI's reform plan calls for increased coordination across agency lines and levels of government to achieve common goals and resolve differences without expensive and time-consuming litigation. DOI is working to increase its collaborations and partnerships across all levels of government.

Improving Infrastructure - The DOI manages an infrastructure asset portfolio with a replacement value exceeding \$300 billion. Most well-known are the DOI's iconic and unique national treasures, which have priceless historical significance. More broadly, the DOI owns approximately 43,000 buildings, 100,000 miles of roads, and 80,000 structures; including dams, laboratories, employee housing, Indian schools, visitor facilities, historic structures and hydropower infrastructure. The related deferred maintenance backlog has grown to over \$15 billion in 2016, of which over \$11 billion belongs to the National Park Service. DOI is committed to determining how to best address

this backlog and maintain its facilities for the safety and productivity of its workforce, and the continued high quality experience and enjoyment by the American public.

Striking a Regulatory Balance – In accordance with the Executive Order on Enforcing the Regulatory Reform Agenda, the DOI will identify regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The DOI will continue to protect human health and the environment in a responsible, cost-effective manner but in a way that avoids imposing an undue process or economic burden on the public.

Generating Revenue, Jobs, and Economic Activity - The DOI grants access to public lands and offshore areas for all forms of energy development—representing roughly a quarter of the Nation’s domestic supplies of oil and natural gas—while ensuring safety, environmental protection and revenue generation for the American public. It is important to the Nation’s future that these natural resources are managed wisely and – as appropriate -- made accessible for public use to help generate revenues, enhance national security, create jobs, and grow the U.S. economy.

Restoring Trust - It is critical that the DOI can be trusted to operate in the best interest of the American public. Key to maintaining public trust and confidence in the integrity of government is the adherence to high ethical standards and ensuring that government business is conducted with impartiality, transparency, accountability, and integrity. While many of our employees have important law enforcement responsibilities as part of their jobs, more generally we want the public to primarily view our employees as helpful and friendly technical experts, not as law enforcement. When we do need to perform our law enforcement responsibilities, our preference is to achieve compliance through education and demonstrating a sincere desire to create win-win situations with the public we serve. The DOI embodies this principle, follows the law and holds people accountable. Decisions are based on sound science and the best interest of the public.

The DOI is committed to effective and efficient financial operations and accountability characterized by high quality and timely reporting, robust internal controls, clean audits, and effective follow-up on audit and internal control findings. The DOI utilizes the enterprise Financial and Business Management System for the integration of business functions including budget execution, finance, acquisition, improved internal controls, a secure information technology environment, and a community of business innovation, efficiency, and transparency.

Respect for Tribal Sovereignty – As a steward of tribal trust assets, the DOI plays a critical role for the United States in fulfilling the trust responsibility to Indian tribes. The DOI is committed to effectively meeting that responsibility by assisting tribes and Indian individual land owners to create greater economic opportunities, build safer and healthier communities, and effectively consulting with tribal governments.

OVERVIEW OF THE FY 2018-2022 STRATEGIC PLAN

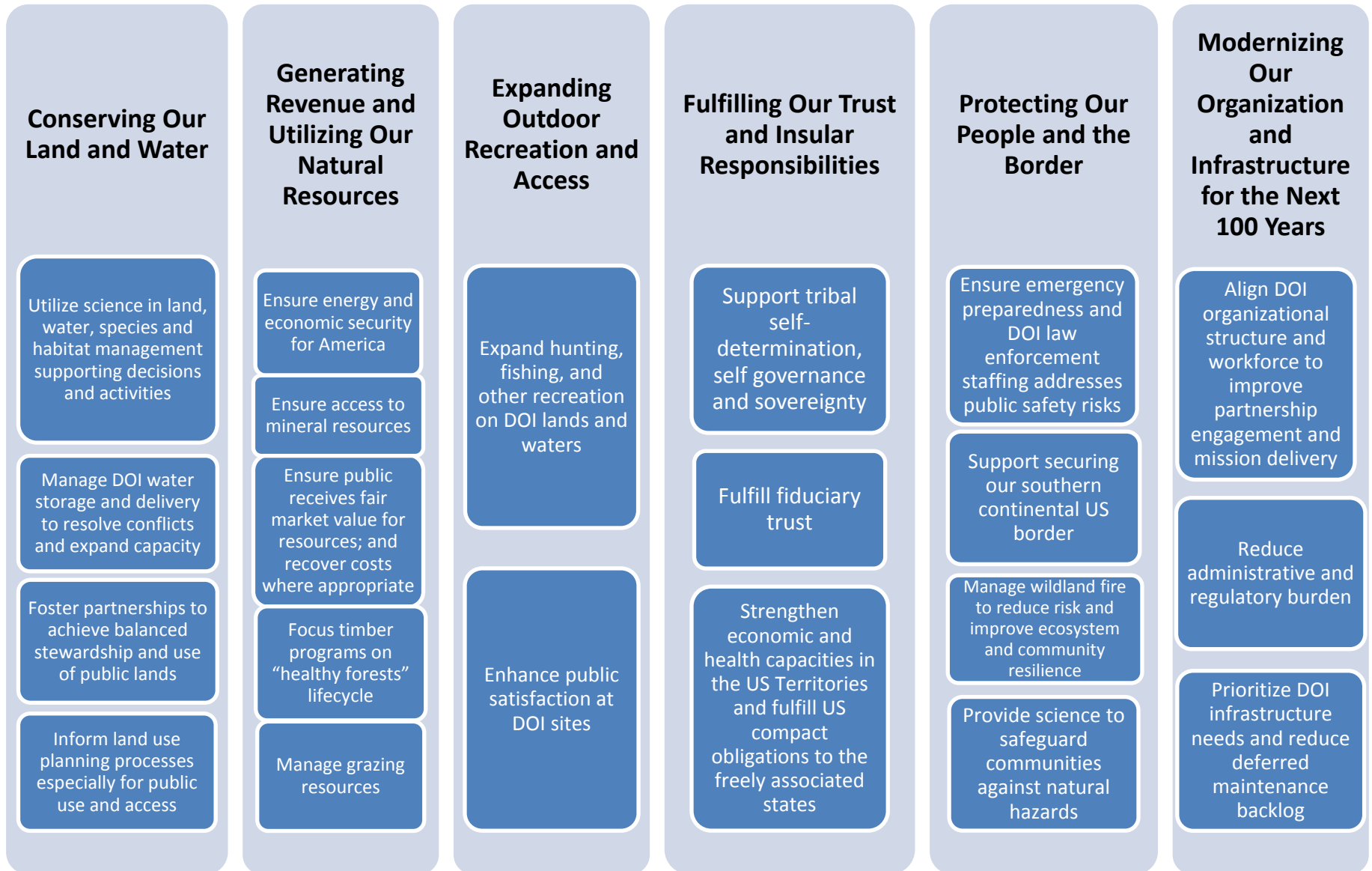
The DOI's FY 2018-2022 Strategic Plan provides the framework for the programs and activities that are performed by 10 bureaus and multiple offices, and take place at approximately 2,400 locations throughout the Nation.

The Strategic Plan facilitates the integration of programs, the allocation and alignment of resources, and collaboration and coordination with stakeholders to achieve key goals. A set of six mission areas, 21 goals, 34 strategies, and approximately 120 performance measures will guide the DOI's activities for the next five years. These mission areas reflect the Secretary of the Interior's priorities, while the goals and strategies describe the means by which those priorities will be achieved.

The mission areas, goals, and strategies that constitute the Strategic Plan are displayed in the Strategic Plan Framework, followed by a description of the mission areas, goals, strategic objectives, and performance measures. An FY 2022 goal is provided for each performance measure that reflects a desirable annual level of achievement that DOI aspires to assuming the availability of a reasonable level of resources. The anticipated level of performance for these measures on an annual basis in consideration of actual resource levels will be reported in the DOI's Annual Performance Plan and Report that is released with the FY 2019 President's budget and available at www.doi.gov/bpp.

There is some continuity of performance measures from the FY 2014-2018 Strategic Plan because the core of our statutory mission remains the same regardless of shifts in policy emphasis resulting from a change in Administrations. Trends in performance related to funding and programmatic plans are available in the DOI's FY 2019 Annual Performance Plan and Report available at www.doi.gov/bpp.

STRATEGIC PLAN FRAMEWORK



Crosscutting principles: Senior executives provide leadership in achieving Presidential and Secretarial goals and are expected to: ensure cost-effective operations and quality service to the public; facilitate organizational cooperation and conflict resolution; ensure workplace environment conducive to employee productivity and safety; and hold individuals accountable for their actions.

DESCRIPTION OF MISSION AREAS

**(With Supporting Goals, Strategies, and
Performance Measures)**

MISSION AREA 1: Conserving Our Land and Water

The DOI ensures that America's natural endowment – the lands and waters of the United States – is conserved for the benefit, use, and enjoyment of current and future generations. The DOI's bureaus use the best available science, modern natural resource management techniques, technology and engineering, efficient decision-making processes, robust partnerships, and improved land use planning to ensure balanced stewardship and use of the public lands and its resources, including wildlife and fish species.

GOAL #1: Utilize science in land, water, species and habitat management supporting decisions and activities

The DOI will ensure that it delivers data, tools, techniques, and analyses that advance understanding of natural resources, the forces that shape them, and the interactions of plants, animals, and people that live within them. Research, monitoring, and remote sensing are necessary to understand and detect changes that affect land resources and processes that are essential to the Nation's economic growth, well-being, and ecological health. These efforts support the DOI in its role as the largest manager of the Nation's land and water resources.

The DOI's land and water management bureaus are stewards of the lands and waters managed by the DOI. These bureaus will utilize the best available scientific data, tools, techniques, and analyses provided by our researchers, our nonfederal government partners, or others to maintain and restore lands and waters and ensure that habitats support healthy fish and wildlife populations.

STRATEGY #1: Apply science to land, water, and species management

The USGS seeks to understand the Nation's environmental, natural resource, and economic challenges with scientific monitoring and research to support the development of management strategies that address the impacts of land use on the availability and sustainability of land and water resources. The USGS helps management agencies by providing them the measures designed to prevent or control invasive species and wildlife disease outbreaks; and apply decision science to actions.

The USGS conducts monitoring, assessments, and research in order to understand and predict changes in the quality and quantity of water resources in response to land-use and management scenarios. Through advanced understanding and integrated modeling of processes that determine water availability, the USGS informs the balanced management of water resources for multiple purposes, including energy production, human and crop consumption, the sustainability of fish and other aquatic communities valued by society, and public enjoyment. The USGS works with land and water resources managers in applying its data and research results to help them make informed decisions for effectively managing the resources with which they are entrusted.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted land and water management research actions	100%
USGS	Millions of people living in targeted watersheds covered by completed water quality models	306.7
USGS	Percent completion of planned water quality sampling and studies for the Nation's groundwater, streams and rivers	100%
USGS	Percent completion of the USGS National Water Census baseline	100%
USGS	Percent completion of U.S. aquifer groundwater availability baseline studies	43%
USGS	Percent completion of targeted species management research actions	100%
USGS	Percent completion of targeted biological threats research actions	100%
USGS	Percent completion of collaborative research projects on factors affecting fish and wildlife habitat	100%

STRATEGY #2: Provide stewardship of land, surface water, streams and shorelines

The Bureau of Land Management, the Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation manage, maintain and restore uplands, wetlands, lakes, streams and some marine areas through efforts that include controlling invasive plants and animals, restoring land or waters to a condition that is self-sustaining, and ensuring that habitats support healthy fish and wildlife populations. The DOI’s Natural Resource Damage Assessment and Restoration program works with the bureaus to assess the impacts of oil spills and hazardous waste sites and coordinates restoration efforts. The Office of Surface Mining Reclamation and Enforcement works with states and tribes to ensure that coal mining is conducted in a manner that protects citizens and the environment during mining, restores the land to beneficial use following mining, and mitigates the effects of historic mining by pursuing reclamation of abandoned mine lands. The DOI aims to balance the conservation of special places with resource development while also providing visitors with opportunities for outdoor recreation.

Bureaus administer their resource management and conservation programs on more than 400 million acres of upland, wetland, and aquatic lands within their jurisdiction. Many of these lands have special status as national parks, seashores, monuments, wildlife refuges, wilderness areas, national conservation lands or wild and scenic rivers. Land managers utilize earth and natural science, social science, partnerships with other DOI bureau, federal, state, local and tribal entities, and other tools and resources (including its front-line managers) in managing these lands and waters.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of DOI acres that have achieved desired conditions	88.9%
BLM, FWS	Percent of DOI riparian (stream/shoreline) miles that have achieved desired conditions	89.2%
BLM, BOR, FWS, NPS	Percent of acres infested with invasive plant species that are under control	0.2%
FWS, NPS	Percent of invasive animal species populations that are under control	8.7%
OSMRE	Percent completion of abandoned mine lands restored by eliminating health, safety, and environmental concerns	57%
OSMRE	Percent of active coal mining sites that are free of off-site impacts	88%
OSMRE	Percent of coal mine acreage reclaimed to beneficial post-mining land use	44%

STRATEGY #3: Provide stewardship of wildlife, bird, fish, and plant species

The Fish and Wildlife Service (FWS) is tasked with the conservation and protection of certain populations of fish, wildlife, plants, and their habitats. The FWS works first to prevent species from becoming listed as threatened or endangered by using the best available science to make land management decisions that might affect species viability. The FWS conducts, consults or coordinates many species management activities in partnership with others including NPS, BLM, Reclamation, and other federal, state, local and tribal agencies and private organizations. The strategy to sustain species focuses on identifying and implementing corrective actions that will lead to species recovery.

Congress passed the Endangered Species Act (ESA) in 1973, to protect and recover imperiled species from becoming extinct and to conserve the habitats upon which they depend. The FWS and the Commerce Department’s National Marine Fisheries Service (NMFS) administer the ESA. The FWS has primary responsibility for terrestrial and freshwater organisms, while the responsibilities of NMFS are mainly marine wildlife such as whales and anadromous fish such as salmon.

FWS works with many partners using a range of conservation tools to recover listed species (threatened and endangered) to ensure that they are able to survive on their own in the wild. These tools can include acquiring and restoring habitat, removing invasive species, conducting surveys, monitoring individual populations, and breeding species in captivity to release them into their historic range.

The DOI uses a number of datasets and metrics to track its progress on species listings, downlistings, delistings, critical habitat, scientific findings, and Species Status Assessments (SSA). The SSA is the scientific foundation supporting listing, delisting, and downlisting decisions and recovery plans and includes biological and threats information and analyses that help FWS and its partners better understand the species status. Recovery criteria, describing the conditions of the species when the protections of the act are no longer necessary, address both the biological status in terms of the 3 R's (resiliency, representation and redundancy) and the mitigation of threats necessary to achieve that status. The DOI is working to include more information on critical habitat,

estimated costs of recovery and economic impact of its threatened and endangered species listings and recovery action plans, to provide a more complete perspective to states and the public of the actions being planned for attempting to save each species.

In its Policy Regarding the Role of State Agencies in ESA Activities, FWS coordinates, collaborates, and uses the expertise of state agencies in developing the scientific foundation upon which FWS bases its determinations for listing actions. By September 30, 2018, all FWS decisions on whether to list a species under the ESA will be informed by input from state fish and wildlife agencies, subject to the affected states' willingness to participate (some state fish and wildlife agencies have declined participation due to lack of authority for some species under ESA review). This input should include (but is not limited to) a solicitation of state data and state personnel involvement in the development of SSAs.

Per Section 4(c)(1) of the ESA, FWS is required to review the status of each listed species at least once every 5 years and determine whether it should be: (1) removed from the List (delisted), (2) reclassified from endangered to threatened (downlisted), or (3) reclassified from threatened to endangered (uplisted). By September 30, 2019, for 100% of all species with 5-year reviews recommending downlisting or delisting FWS will have proposed downlisting or delisting rules acted on by the Director, or a new status review initiated if new information indicates the need for an updated assessment prior to initiating rulemaking, within 2 years of the 5-year review recommendation.

The DOI's responsibility to protect fish, wildlife, and native plants transcends jurisdictional boundaries, and includes efforts that affect almost 1,500 species with special status under the Endangered Species Act and more than 1,000 migratory birds that receive Federal protection under the Migratory Bird Treaty Act. The DOI works to combat domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement, promoting legal trade and hunting, and helping to reduce demand for illegal wildlife products. Under Executive Order 13771 of January 30, 2017, i.e. Reducing Regulation and Controlling Regulatory Costs, the DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to private constituents, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient. This activity is described further in the second goal under the sixth Mission Area on reducing administrative and regulatory burden.

Agency Priority Performance Goals:

- ***By September 30, 2018, 100% of proposed species listings will be based on best available information that includes state input and/or data provided through participation in Species Status Assessments (SSA).***
- ***By September 30, 2019, 100% of all Fish and Wildlife Service recovery plans will have quantitative criteria for what constitutes a recovered species.***

Bureaus	Key Performance Indicators	2022 Goal
FWS	Percent of Threatened or Endangered species listed for 2.5 years or more with a final recovery plan	75%
FWS	Percent of five-year Threatened or Endangered species five-year status review recommendations to downlist or delist acted on within five years (<i>prior to next status review</i>)	60%
FWS	Percent of listed species with current five-year reviews (<i>completed in the last five years</i>)	90%
FWS	Percent of rules and findings completed based on Threatened or Endangered Species Status Assessments	100%
FWS	Percent of threatened and endangered species listings with proposed critical habitat	100%
FWS	Percent of migratory bird species that are at healthy and sustainable levels	72%
FWS	Percent of fish species of management concern that are managed to self-sustaining levels	23%

GOAL #2 Manage DOI water storage and delivery to resolve conflicts and expand capacity

The Western U.S. is one of the fastest growing regions of the country, and urbanization has created significant demands for water use and service. The DOI strives to keep its water storage facilities in good condition to ensure safe and reliable water supply. Stretching existing water supplies for multiple uses are among the many significant challenges facing Reclamation. The Bureau of Reclamation is the nation's largest wholesale water supplier and manages water in 17 western states. Reclamation's projects and programs are an important driver of economic growth bringing water to more than 31 million people and providing one of five western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60 percent of the nation's vegetables and 25 percent of its fruits and nuts. Reclamation's facilities also provide substantial flood control, hydropower, recreation, and fish and wildlife benefits.

The DOI is the lead agency in defining and protecting water rights for Indian tribes and individual Indian land owners. The Bureau of Indian Affairs (BIA) is responsible for maintaining 137 dams on tribal lands. The BIA also provides irrigation water to over 780,000 acres through 17 congressionally authorized irrigation projects.

STRATEGY #1 Manage water resources and delivery

Changes in water supplies, water demands, and the increased duration and frequency of droughts have the potential to affect Reclamation's ability to fulfill its mission. Many rural communities face significant challenges in financing the cost of replacing or upgrading aging and obsolete facilities and systems. Water conservation programs increase the available water supply and contribute to DOI's broader objective of achieving a more sustainable, secure water supply. Protecting and extending the life of aging infrastructure are significant challenges facing Reclamation, and maintenance, rehabilitation, and replacement will become more costly over time. Reclamation

prioritizes infrastructure assets based on detailed design criteria: engineering need, consequence of failure, financial considerations, efficiency opportunities, scheduling, and others.

The Bureau of Indian Affairs (BIA) water management functions are implemented through three complementary programs. The Water Rights Negotiation/Litigation Program defines and protects Indian water rights and settles claims through negotiations if possible, or alternatively, through litigation. The Water Management Program assists tribes in managing, conserving, and utilizing trust water resources. The BIA Irrigation, Power and Safety of Dams program operates and manages irrigation, power, and dam infrastructure. The program sets high standards for maintenance, collaboration with stakeholders, and effective water and power distribution. The BIA manages facilities to ensure they do not present an unacceptable risk to downstream lives and property; and are managed in an economically, technically, environmentally, and culturally sound manner.

Agency Priority Performance Goal: By September 30, 2019, the Bureau of Reclamation will facilitate water conservation capacity of 53,800 acre-feet to help reduce the impact of drought.

Bureaus	Key Performance Indicators	2022 Goal
BOR	Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]	74%
BOR	Amount of acre feet of water conservation capacity enabled to help address drought	1,392,000
BIA	Percent of projects completed in support of water management, planning, and pre-development.	77%

GOAL #3: Foster partnerships to achieve balanced stewardship and use of our public lands

The DOI will assess, utilize and enhance the most promising of partnership practices and explore the potential for furthering these types of opportunities to work jointly with other individuals and organizations for the benefit of the nation’s public lands, waters, and historic and cultural sites and the fish and wildlife species.

STRATEGY #1: Build and maintain partnership programs

Public and private partnerships provide opportunities for greater engagement of people and organizations in caring for and managing the natural, historical, cultural and physical resources across the DOI’s 500 million acres. This can be especially beneficial for our national park units, National Wildlife Refuges, wildlife management areas, and national conservation public lands. Support can come from other federal or state agencies, tribal nations, volunteers, non-profit organizations, educational institutions, corporations or foundations through sponsorship or philanthropy. DOI bureaus should endeavor to partner with non-traditional stakeholders to increase our relevance to the American public, rather than just relying on traditional constituencies.

The National Park Service already has the authority from Congress to accept monetary and in-kind gifts, including those collected through the National Park Foundation. Similarly, the Fish and Wildlife Service has authority to accept gifts from some entities, including some non-profits organizations and the federally chartered non-profit National Fish and Wildlife Foundation. The Bureau of Land Management has Congressional authority to accept monetary and other types of donations, along with Congressional authorization to create a Bureau of Land Management Foundation. The BLM works with local, state, federal, and private partners on nearly all of the activities undertaken on public lands, from identifying important fish and wildlife habitat with the state game and fish agencies, working with local rangeland fire protection associations, to providing hunting and fishing opportunities for sports men groups. As permitted under current law, the DOI hopes to develop further philanthropic and sponsorship opportunities, and promote other partnering best practices.

The DOI utilizes migratory bird joint ventures as collaborative, regional partnerships of government agencies, non-profit organizations, corporations, tribes, and individuals that conserve habitat for the benefit of priority bird species, other wildlife, and people. Joint ventures bring these diverse partners together under the guidance of national and international bird conservation plans to design and implement landscape-scale conservation efforts in support of the [North American Waterfowl Management Plan](#) and the other [bird management plans](#). These joint ventures use state-of-the-art science to ensure that diverse habitat is available to sustain migratory bird populations for the benefit of those species, other wildlife, and the public. These partnerships have a three-decade record of success, they use non-regulatory solutions and economically sound business approaches, promote working lands conservation, sporting, and outdoor traditions, and support resilient urban and rural communities.

The Department of the Interior and the U.S. Department of Agriculture working near each other in the field continue to pool resources, conduct joint projects and share services under Service First agreements. Service First authority promotes collaborating across bureau and agency boundaries to develop joint solutions to common problems and integrate responses to federal land management issues and opportunities. Bureaus of the Department of the Interior and the U.S. Department of Agriculture cooperate in jointly managing some areas. For example, the National Trail, and Wild and Scenic River Systems span every state of our nation and exceed the length of the interstate highway system. Federal land management agencies, as well as state and local jurisdictions and partners enhance recreational access, conserve the Nation's heritage, and leverage the federal investment to manage these nationally recognized resources cooperatively.

Building new partnerships for infrastructure improvement is a priority at the DOI. There are also numerous volunteer opportunities, where individuals or associations provide service in caring for natural resources and cultural and historic assets on our public lands (see www.volunteer.gov). The DOI will also empower managers in the field to directly engage in further collaboration within the units they manage, identify best practices for collaboration and partnering, provide training and technical support, and encourage field managers to find or create and execute partnerships on a local basis.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Number of estimated work hours in a national park unit, National Wildlife Refuge, or Bureau of Land Management site that are performed or sponsored by a private citizen, National Service participant or non-federal entity	9,870,000
BOR, FWS, CUPCA	Number of non-DOI acres restored, including through partnerships	593,876
FWS	Number of non-DOI acres managed or protected to maintain desired condition, including acres restored through partnerships	602,654
FWS, CUPCA	Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships	255

GOAL #4: Inform land use planning processes especially for public use and access

The DOI will review and improve its land planning processes to enable expanded access and use of the public lands while restoring a balance between conservation and utilization of the lands, energy and mineral resources, waters, fish and wildlife, and other natural and cultural resources. The DOI will employ the latest available science, land-imaging and other technology tools and datasets to inform land use planning to maximize the societal value of land planning. The DOI land use planning will take into account the land use plans of affected local and state governments.

STRATEGY #1: Assess land use planning processes for public access and use of DOI lands

DOI land use and management plans ensure that the public lands are managed in accordance with the intent of Congress as stated in several authorities including, but not limited to: the Federal Land Policy and Management Act (FLPMA), the National Environmental Policy Act (NEPA), the Endangered Species Act, the National Wildlife Refuge System Administration and Improvement Acts, the Organic Act of 1916 (National Park Service), the Alaska Native Claims Settlement Act, and the Alaska National Interest Lands Conservation Act (ANILCA).

Land use planning efforts vary across bureaus based on enabling legislation. The National Park Service creates management plans to execute its mission. The National Wildlife Refuge system creates Comprehensive Conservation Plans for each refuge as part of their mission. The BLM’s mission states that its duty is to sustain the health, diversity, and productivity of America’s public lands for the multiple use and enjoyment of present and future generations.

A common thread through all three bureaus’ mission is the need to accommodate and benefit the use and enjoyment of these public lands for both present and future generations. Some lands are made available for multiple use and sustained yield, other lands for conservation and preservation values.

The DOI is undertaking the challenge to review and improve its planning processes in ways that can best meet the sometimes-conflicting uses for public lands. The DOI will strive to enhance public participation and input to the planning processes, engage our state, local, and tribal government partners, provide open and understandable decision-making, expedite the decision-making process

so that implementation is not delayed, and ensure that public access and use is appropriately built into every land use plan.

STRATEGY #2: Inform land use planning with mapping and land imaging

The USGS is the lead civilian mapping agency for the Nation and supports the conduct of detailed surveys and the resulting distribution of high-quality and highly-accurate topographic, geologic, hydrographic, and biogeographic maps and data. Remote sensing satellites and aircraft monitor the Earth providing information that is broad, precise, impartial, and easily available. For more than 45 years, Landsat satellites have collected data over the planet’s land surface to support global research studies. These data constitute the longest continuous record of the Earth’s land surface as seen from space.

High-resolution information results in geologic maps and geospatial products that enable precise planning of civil engineering and transportation infrastructure, versatile urban planning, improved flood projection, timely and accurate emergency response, effective hazard identification and mitigation, and detailed environmental analyses. This information is also used by DOI bureau land managers in exercising their responsibilities to help plan for public land use and access.

In the next decade, the USGS will continue to improve spatial and temporal resolution through research and development of products such as full four-dimensional geologic maps, showing how the complex geologic structure of the Earth has changed through time. Mapping accuracy through cutting-edge technology allows for precise planning for energy development, transportation and pipeline infrastructure projects, urban planning, flood prediction, emergency response, and hazard mitigation.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent of land-area coverage available to the public over the internet through the National Geologic Mapping Database	55.5%
USGS	Percent of foundational topographic information services updated quarterly to support on-demand mapping	100%
USGS	Percent completion of research efforts related to land resource management	100%
USGS	Number of terabytes of remotely-sensed data managed	20,140
USGS	Percent increase of scientific research enhanced with Advanced Research Computation	100%

MISSION AREA 2 Generating Revenue and Utilizing Our Natural Resources

The DOI provides access to and manages energy and other resources including oil, gas, coal, timber, grazing, and non-energy minerals on public lands and oil and gas on the Outer Continental Shelf (OCS). The DOI is committed to achieve and maintain American energy dominance through responsible productivity of the public lands for the multiple use and economic benefit of present and future generations.

GOAL #1 Ensure energy and economic security for America

The DOI is the steward and manager of much of America's natural resources which include oil, gas, coal, minerals, and renewable energy sources, such as solar, wind, geothermal, and hydropower. There are vast amounts of untapped domestic energy reserves on public lands. DOI is also reinitiating the National OCS Oil and Gas Leasing Program development process, which is a key component of the America First Energy Plan and the Executive Order on Implementing an America-First Offshore Energy Strategy, to bring jobs and prosperity to millions of Americans. Our nation will use the revenues from energy production to rebuild our roads, schools, bridges and public infrastructure. The Department's "all-of-the-above" strategy facilitates development of all energy resources and makes our nation stronger by decreasing dependency on other nations, creating jobs, and helping drive economic growth.

STRATEGY #1: Promote safe and robust oil, gas, coal, and renewable energy resource development

Oil, gas, coal and renewable energy form the cornerstones of our nation's energy base, and the DOI will continue to expand production of both offshore and onshore conventional and renewable U.S. energy resources while ensuring safety and reliability through efficient permitting, appropriate standards, assessment and oversight. As demand for energy resources grows, agencies within the DOI, such as BIA, BLM, BOEM, BSEE, OSMRE, and USGS conduct work that is increasingly critical to understand the exploration, development, quality, supply, and use of our energy resources. This work enables the DOI to advance new sources of efficient energy generation, facilitate the construction of new or upgraded infrastructure including transmission networks, develop resources responsibly, and ensure that the American public receives a fair return on that development.

Agency Priority Performance Goals:

- ***By September 30, 2019, the Bureau of Land Management will eliminate its backlog of fluid mineral Applications for Permits to Drill (APD's) that have been pending for 3 years or more.***
- ***By September 30, 2019, the Bureau of Land Management will process 80% of parcels created for leasing public lands for oil, gas, or other mineral extraction within 180 days.***

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of pending fluid minerals Applications for Permits to Drill (APDs) which are processed	75%
BLM	Percent of high priority fluid mineral cases that have completed inspection during the year	100%

BLM	Percent of coal lease applications processed	15%
BLM	Number of acres of public lands made available for oil and natural gas leasing	25,000,000
BLM, BOEM	Number of megawatts of approved capacity authorized (that year) on public land and the OCS for renewable energy development while ensuring compliant environmental review	2,020
BOEM	Percentage of Exploration and Development Plan reviews completed within statutory timelines	100%
BOEM	Percent of offshore lease sale processes completed, pursuant to the Secretary's approved National OCS Oil and Gas Leasing Program	100%
USGS	Percent completion of targeted energy resource assessments and research	100%
BSEE	Amount of operational offshore oil spilled (in barrels) per million barrels produced	3.1
BSEE	Percent of high risk production facilities and operations inspected	95%
BSEE	Number of recordable injuries per 200,000 offshore man hours worked	.390
BSEE	Percentage of high risk well operation (e.g., drilling) inspections completed	95%

STRATEGY #2: Provide hydropower

The DOI facilitates the development and use of renewable energy that employs hydropower energy to strengthen US energy security, economic vitality, and quality of life. The Bureau of Reclamation (BOR) is the second largest producer of hydroelectric power in the U.S., operating and maintaining 53 hydroelectric power facilities, comprising over 14,700 megawatts of capacity. On average, Reclamation generates 40 million megawatt-hours of electricity each year – the equivalent demand of over 3.5 million U.S. homes, returning over one billion dollars in federal revenue through power sales. Sustainable, low cost hydropower generated by Reclamation projects has provided significant value to the nation, spurring the development of the western U.S. – through the provision of firm electric power to rural communities as well as ancillary service to support western interconnect grid reliability. Reclamation works to promote domestic energy production by enabling new energy generation from hydropower, a renewable source, and facilitating the construction of new or upgraded transmission networks, helping to create new industries and supply chains, driving economic growth and job creation, and helping provide more energy from domestic sources.

Bureaus	Key Performance Indicators	2022 Goal
BOR	Amount of hydropower capability, in megawatts (MW), installed from 2018 through 2022	50
BOR	Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating	73%

BOR	Percent of time that Bureau of Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods	80%
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GOAL #2: Ensure access to mineral resources

The DOI recognizes that public lands are an important source of the Nation’s non-energy mineral resources, some of which are critical and strategic. The DOI is committed to ensuring appropriate access to public lands, for orderly and efficient development of these resources under principles of multiple use management.

STRATEGY #1: Manage non-energy mineral development

DOI promotes energy security, environmental protection, and economic development through responsible, science-informed management of mineral resources. The BLM conducts environmental analysis of complex issues necessary to authorize use on BLM public lands and meet the increasing demand for non-energy solid leasable minerals, especially potash and phosphate. BOEM’s Marine Minerals Program provides sand and gravel resources to protect and improve coastal infrastructure and the environment locally, regionally and nationally. Additionally, the in-depth science provided by the USGS Mineral Resources Program (<http://minerals.usgs.gov>) facilitates resource discovery and provides essential information and analyses for strategic, evidence-based economic and geopolitical decisions.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of non-energy mineral exploration and development requests processed	30%
BOEM	Number of sand and gravel requests processed for coastal restoration projects	8
USGS	Percent completion of targeted non-fuel mineral resource assessments and research	100%
USGS	Percent completion of targeted Critical Mineral Early Warning System (CMEWS) analyses and evaluations	100%

GOAL #3: Ensure public receives fair market value for resources; and recover costs where appropriate

Rents, royalties, and bonuses are collected from issuing leases on public lands, and offshore on the OCS, and for the amount of the resource extracted. These resources include oil, gas, coal, forage for grazing, and access to renewable energy resources such as solar, wind, and geothermal. It is important that these financial transactions include appropriate accountability and fair return to the American public. The associated regulations and practices for these fees and collections must also be rational and transparent to ensure businesses that extract and process these resources can function efficiently and profitably in order to support the economic growth and security of the nation.

STRATEGY #1: Ensure accurate and timely accounting and collection of energy revenues

The Department collects, disburses and verifies natural resource revenue generated from issuing leases on public lands, and offshore on the OCS. This revenue is then shared with states and localities according to specific statutory obligations, allocated to various Federal programs, or deposited in the General Fund of the Treasury, thus serving to reduce the deficit. The DOI is committed to managing these transactions accurately, responsibly, and in a timely manner. The Royalty Policy Committee has been reinstated by the Secretary to elicit robust advice and recommendations regarding policies related to royalties from these resources and their benefit to the American public.

The BSEE helps ensure the accuracy of metering from higher risk hydrocarbon sites that experience high volumes of throughput and/or have a past history of noncompliance to help ensure the appropriate financial benefit is obtained for the American people. Additionally, data driven procedures enable the BOEM and the BLM to ensure bid adequacy through a two phased review system for onshore and offshore leasing, and also allow for timely collection and disbursement of mineral and renewable energy revenues by the Office of Natural Resources Revenue (ONRR). ONRR's distributions benefit the Land and Water Conservation Fund, the Historic Preservation Fund, and the Reclamation Fund, helping to ensure America's natural resources and rich history are available to be enjoyed by current and future generations. Distributions to states are used to fund capital projects such as schools, roads, and public buildings. Revenues collected from leases on Indian lands directly benefit members of the Indian community.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
ONRR	Percent of federal and Indian oil and gas revenues disbursed on a timely basis per statute (\$ Billions)	98%
BSEE	Percent of oil royalty meters, identified as high-risk using a risk based methodology, where meter provings will be observed	10%

STRATEGY #2: Ensure effective collection and application of recreation fees

The nation's public lands offer many excellent locations for public recreation in the outdoors at national parks and monuments, National Wildlife Refuges, BLM public lands and other locations, in historic sites and buildings and at national treasures such as the Statue of Liberty. Facilities (roads, visitor centers, bathrooms, historic buildings, museums, etc.) that enable visitors to enjoy their public lands and sites are expensive to maintain. All of the major land management bureaus have large backlogs of deferred maintenance at these facilities. The DOI will continuously review its fee structure to determine how best to accommodate visitors enjoyment while collecting fees that help to offset some of the maintenance costs required to keep visitor-facing infrastructure in good shape for visitors. All such reviews of fees and changes will remain consistent with Congressional direction that has been provided through a series of laws including the Federal Lands Recreation Enhancement Act.

The National Park Service established fee structure guidelines in 2006 to standardize rates across the country. The resulting tier system assigns each park unit to a tier and associated entrance fee schedule based on the type of site and the amenities provided for the public. During 2017, the National Park Service initiated a comprehensive review to evaluate and consider bringing entrance fees at all park units into compliance with their assigned tier through a process of public engagement by January 1, 2018. Even with proposed increases, entrance fees remain affordable at \$15-\$30 per vehicle, which is normally good for several days. The America the Beautiful Pass Annual Pass remains at the price of \$80 for one year for unlimited entrance fees for almost all national parks, Fish and Wildlife and BLM sites where fees are required. Congress raised the one-time cost of the America the Beautiful Lifetime Senior Pass for those age 62 or older from the previous fee of \$10 to \$80 effective in August 2017.

Reviews of other amenity fees (such as for campgrounds and special use permits) will also strive to set fair and equitable fees for activities that visitors enjoy after they enter the park, refuge, or recreation area. The bureaus will seek public comment during any process to review and modify fee amounts to ensure that the public has an opportunity to raise questions and provide comments regarding any fee changes. The bureaus will also identify ways to modernize and enhance fee collection mechanisms that speed access to facilities and/or reduce the cost to the federal government for fee collection.

GOAL #4: Focus timber programs on “healthy forests” lifecycle

The BLM manages forests or woodlands for the benefit of the American public. The BLM maintains a permanent source of timber supply, which supports the production of lumber, plywood, and paper, while also protecting watersheds, regulating stream flow, contributing to the economic stability of local communities and industries, and providing recreational opportunities. Responsible management that reduces fire fuels improves the health and resilience of our forests and helps to prevent forest fires.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to national sources of timber supply. Many tribes now actively participate in management of their forest assets through self-governance and self-determination programs.

STRATEGY #1: Manage sales of timber and forest product resources

Forest management programs within the DOI generate economic benefits through timber harvests on public and Indian trust lands, and restoring forest health. The benefits of healthy forests include typical forest products such as timber and biomass but also include opportunities for recreation and maintenance of watershed health.

The BLM has two focus areas for forest management, the Oregon and California grant lands and the public domain lands. For Oregon and California lands, generating revenue for counties is the primary driver of forest management treatments, while for public domain lands, fire management is the primary driver for forest management. The BLM is currently reviewing its management plans to determine prospects for offering additional timber for sale in the future.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to the national sources of timber supply. Many tribes now actively participate in management of their forest assets through the self-governance and self-determination programs.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of allowable sale quantity (ASQ) timber offered for sale consistent with applicable resource management plans (O&C--Oregon and California--only)	100%
BLM	Volume (mmbf) of wood products offered consistent with applicable management plans	285
BIA	Percent of Annual Allowable Cut prepared and offered for sale or free use	48%

GOAL #5: Manage grazing resources

The BLM manages livestock grazing on over half of its public lands; approximately 18,000 permits and leases are held by ranchers that graze their livestock on over 21,000 grazing allotments throughout BLM managed lands. The BLM's overall objective is to ensure the long-term health and productivity of these lands. BLM uses a variety of methods to accomplish this objective – periodic rest or deferment of grazing in pastures in specific allotments during critical growth periods; vegetation treatments; and projects such as water developments and fences. The terms and conditions for grazing on BLM-managed lands such as stipulations on forage use and season of use are set forth in the permits and leases issued by the Bureau to public land ranchers.

STRATEGY #1: Provide for sustainable forage and grazing

Livestock grazing contributes to food production and adds to local economic stability, and it can be used in certain areas to maintain and improve land health by reducing hazardous fuels and minimizing the likelihood and impact of catastrophic wildfires. The BLM partners with local communities and state and local governments to develop rangeland improvement projects, stewardship contracting, and good neighbor authority in its rangeland management. In recent years, the number of grazing permits and leases processed has decreased due to dramatic increases in litigation and drought. The BLM continues to look for opportunities to streamline the grazing permit process and provide livestock operators greater flexibility in grazing their livestock on public lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of grazing permits and leases processed as planned consistent with applicable resource management plans	16%
BIA	Percent of tribal range units assessed during the reporting year for level of utilization	15%

MISSION AREA 3 Expanding Outdoor Recreation and Access

Outdoor recreation is integral to a healthy lifestyle for millions of Americans. Visitors to the DOI's public lands and waters take advantage of the physical, mental, and social benefits that outdoor recreational experiences provide. Americans have the opportunity to hunt and fish on public lands managed by the DOI as part of its multiple-use policy that also includes hiking, camping, climbing, boating, wildlife viewing, and other outdoor pursuits.

GOAL #1: Expand hunting, fishing, and other recreation on DOI lands and waters

Hunting, fishing and other outdoor activities contributed \$156 billion in economic activity across the United States according to the FWS [National Survey of Fishing, Hunting and Wildlife-Associated Recreation](#). More than 101 million Americans, or 40 percent of the United States' population 16 and older, pursue wildlife-related recreation, which supports 480,000 American jobs.

Following two initial Secretarial Orders issued on his first day, Secretary Zinke issued Secretarial Order 3356 in September, 2017, to further expand public access to lands and waters administered by the DOI, for hunting, fishing, recreational shooting, and other forms of outdoor recreation. In addition, this Order gave greater priority to recruiting and retaining sportsmen and women conservationists, with an emphasis on engaging youth, veterans, minorities, and underserved communities that traditionally have low participation in outdoor recreation activities.

STRATEGY #1: Promote hunting, fishing, and other recreation on DOI lands and waters

There are 372 National Wildlife Refuges and wetland management districts open to hunting and 308 refuges and wetland management districts open to fishing. As practiced on refuges, hunting and fishing do not pose a threat to wildlife populations, and in some instances, are actually necessary for sound wildlife management. For example, deer populations will often grow too large for the refuge habitat to support. If some of the deer are not harvested, they destroy habitat for themselves and other animals and die from starvation or disease. The harvesting of wildlife on refuges is carefully regulated to ensure an appropriate balance between population levels and wildlife habitat. The FWS National Fish Hatcheries continue to be a valuable tool in managing fisheries providing recreation opportunities to America's 36 million anglers who spend \$46 billion annually in pursuit of their favored pastime.

There are 76 areas managed by the National Park Service that permit hunting. A total of 51,097,000 acres managed by the NPS are open to hunting at various times during the year, representing approximately 60% of the total acreage of the NPS system. The Bureau of Land Management estimates that over 95 percent of the nearly 250 million acres of BLM-managed public lands are open to hunting.

The recreation areas developed as a result of Bureau of Reclamation water projects are among the Nation's most popular for water-based outdoor recreation. There are 289 Reclamation project areas that have developed recreation facilities and opportunities available for public use. Reclamation has approximately 6.5 million acres of land and water, most of which is available for public outdoor recreation. The 187 developed recreation areas managed by Reclamation or a non-Federal recreation partner draw over 24 million visits annually. The 187 developed recreation areas provide 549 campgrounds, 454 boat launch ramps, and more than 5,500 miles of shoreline.

Bureaus	Key Performance Indicators	2022 Goal
FWS	Number of National Wildlife Refuge acres newly opened to hunting and fishing	250,000
BLM	Number of legal public access transactions completed that facilitate open access to recreation opportunities	20
BLM	Number of newly installed campsites, restrooms, and other facilities that promote public access to BLM-managed public lands	30
BLM, BOR, FWS	Number of individuals participating in outdoor recreation activities at special events	5,420,000

GOAL #2: Enhance public satisfaction at DOI sites

Visitor satisfaction with the quality of experiences on public lands remains very high. Collectively, satisfaction is above 90 percent for the bureaus providing recreation services, e.g., interpretive programs, visitor centers, camping, fishing, hiking, horseback riding, boating, off-highway vehicle driving, wildlife viewing, photography, and climbing. Satisfaction with recreation services provided through facilitated programs remains very high – also above 90 percent.

STRATEGY #1: Enhance the enjoyment and appreciation of our natural and cultural heritage

Survey results show that a sizeable percentage of visitors are satisfied with their experiences at parks, refuges and other public lands. Competition from other forms of entertainment pose challenges to the DOI in its quest to ensure that all Americans understand, appreciate and enjoy the special places protected by the national parks, wildlife refuges and BLM lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of visitors satisfied with the quality of the experience	95%
BLM, NPS	Percent of visitors satisfied with facilitated programs	94%

MISSION AREA 4 Fulfilling Our Trust and Insular Responsibilities

The DOI upholds the Federal government’s unique trust responsibilities by fostering the government-to-government relationships between the Federal government and federally recognized Tribes, and by providing services to individual American Indians, and Alaskan Natives. The U.S. also has important relationships with the affiliated insular areas including the Territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. The DOI administers and oversees Federal Assistance to the three Freely Associated States: The Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau.

GOAL #1: Support tribal self-determination, self-governance, and sovereignty

The DOI is strengthening the nation-to-nation relationship between the Federal Government and tribal nations because self-determination, sovereignty, self-government, and self-reliance are the tools that will enable tribal nations to shape their own destiny. Tribes have also assumed an expanded role in the operation of Indian programs through Public Law 93-638 contracting. Tribes contract with the Federal Government to operate programs serving their tribal members and other eligible persons.

STRATEGY #1: Support self-governance and self-determination

Self-Governance: Under a self-governance compact, a tribe takes over most or all operations affecting that tribe. The Indian Affairs’ Office of Self-Governance (OSG) implements the Tribal Self Governance Act of 1994 by developing and implementing regulations, policies, and guidance in support of self-governance initiatives. Indian Affairs advocates for the transfer of Federal programmatic authorities and resources to tribal governments and supports tribal sovereignty and an expanded role in the operation of Indian programs. The program work includes negotiating annual funding agreements with eligible tribes and consortia, and resolving issues identified in financial and program audits of self-governance operations.

Self-Determination: Under a self-determination contract, a tribe contracts with BIA to take over operation of a program formerly delivered by BIA employees. The funds BIA previously used to run the program transfer to the tribe. Self-determination typically is a program-by-program decision. The Indian Self-Determination Program within BIA works to further American Indian tribes’ exercise of self-determination and conducts oversight of self-determination contracts and grants.

Bureaus	Key Performance Indicators	2022 Goal
AS-IA	Percent of Self-Governance Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	99%
BIA	Percent of Self-Determination Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	91%
AS-IA	Percent of P.L. 93-638 contracts with clean audits	90%

GOAL #2: Fulfill fiduciary trust

The DOI has ongoing responsibilities to ensure that trust and restricted Federal Indian-owned lands are managed effectively and to accurately account for revenues and disbursements in a timely and efficient manner. The Office of the Special Trustee for American Indians and the Bureau of Indian Affairs oversee fiduciary trust activities. The DOI assists American Indian and Alaska Native communities in developing capabilities needed to strengthen their communities and maintain economic self-sufficiency. Efforts such as reducing fractionation of Indian lands and developing conservation and resource management plans help tribes maximize economic benefits of their lands. Securing unsubsidized employment reduces dependency on Federal subsidized programs such as childcare assistance, food stamps, and welfare.

Trust assets are crucial to the financial well-being of individual Indian beneficiaries and key components in the economies of tribes. As such, these assets must be managed with great care, paying attention that all financial transactions are completed accurately and as quickly as possible. Since passage of the American Indian Trust Fund Management Reform of 1994, the trust accounts managed by OST are balanced to the penny on a daily basis. OST has also incorporated industry-standard practices, such as a lockbox facility, to shorten the time between the payment of a lease and deposit of those funds into a trust account. For Fiscal Years (FY) 2013 through 2017, OST has received a "clean" audit opinion for Individual Indian Monies (IIM) accounts, attesting to its professionalism in managing these assets. Despite this proven record of success, OST retains a commitment to continual reform, looking for more ways to improve its service to individual Indians and tribes.

The Bureau of Indian Education (BIE) helps provide quality education opportunities starting in early childhood in accordance with tribally identified strategies and needs that contribute to the social well-being of the community and sustain Indian cultures. Tribes directly operate 150 of the 183 BIE funded schools through self-determination contracts and Tribally Controlled Schools Act grants.

STRATEGY #1: Ensure accurate and timely management of fiduciary trust assets

In its effort to promote the fulfillment of fiduciary trust processes, the DOI assists Indian tribes in developing capacity and infrastructure needed to attain economic self-sufficiency on reservations to enhance their quality of life. One critical path is economic development and job creation. The BIA coordinates development of comprehensive tribal programs with the Departments of Labor and Health and Human Services. The DOI offers programs and financial services that encourage start-ups and help position Indian businesses and individuals to compete in today's economy.

Bureaus	Key Performance Indicators	2022 Goal
BIA	Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training programs for tribes submitting P.L. 102-477 related reports	\$10.82
BIA	Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations	98%

BIA	Increase in the percentage of submitted land-into-trust applications with determinations (Fee to Trust)	40%
OST	Percent of financial information initially processed accurately in trust beneficiaries' accounts.	99%
OST	Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt.	99%
OST	Percent of timeliness of financial account information provided to trust beneficiaries.	100%

STRATEGY #2: Strengthen Indian Education

Improving performance in BIE schools is a challenge the DOI is addressing through initiatives aimed at increasing student achievement. Students at BIE-funded schools receive a culturally relevant, high-quality education that prepares them with the knowledge, skills, and behaviors needed to flourish in the opportunities of tomorrow, become healthy and successful individuals, and lead their communities and sovereign nations to a thriving future that preserves their unique cultural identities.

Bureaus	Key Performance Indicators	2022 Goal
BIE	Percent of students attending BIE-funded schools completing high school with a regular diploma within four years of their 9 th grade entry date	69%

GOAL #3: Strengthen economic and health capacities in the US Territories, and fulfill US compact obligations to the freely associated states

The DOI supports the U.S. Territories and Freely Associated States (FAS) through the Office of Insular Affairs (OIA) under the Assistant Secretary for Insular and International Affairs. The U.S.-affiliated insular areas are: the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. Residents of these U.S. territories are U.S. citizens or nationals. The DOI also administers and oversees Federal assistance provided to the three Freely Associated States: the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. The Assistant Secretary Insular and International Affairs and the Office of Insular Affairs carry out these responsibilities on behalf of the Secretary.

STRATEGY #1: Bolster Healthcare Capacity

The Territories and FAS experience significant healthcare challenges. The DOI along with other partners, such as the Department of Health and Human Services (HHS), will work with insular area partners to improve the quality of healthcare across the insular areas. The DOI will make investments to implement corrective action plans which address chronic operational and facility shortcomings at territorial hospitals, which serve their U.S. citizens and nationals, with a focus on those identified by the HHS/Centers for Medicare/Medicaid (CMS) and local elected officials. Additional investments will be made to combat non-communicable and communicable diseases impacting the Pacific and Caribbean islands such as obesity, diabetes, and tuberculosis.

Offices	Key Performance Indicators	2022 Goal
OIA	Percent of Community Water Systems (CWS) that receive health based violations notices from the US Environmental Protection Agency	9%
OIA	Number of new and relapse tuberculosis cases occurring during the calendar year on the islands (per 1,000 people in the population)	1
OIA	Percent of patients with newly diagnosed tuberculosis disease for whom 12 months or less of treatment is indicated, who complete treatment within 12 months	95%
OIA	Infant mortality rate per 1,000 live births (number of deaths to infants from birth through 1 year of age per number of live births)	6

STRATEGY #2: Strengthen Island Economies

Strong local economies provide employment and a viable tax base for citizens in the Insular Areas. The DOI will assist the insular areas to strengthen their economies through strategic investments in infrastructure, public services and technical assistance which will attract and retain private sector investment. The DOI will promote policies and improve Federal coordination on issues impacting insular economies.

Capital investments will be made in basic utilities, hospitals, schools, ports, tourist areas, telecommunications and roads as they create the backbone for increased economic activity. Pursuing renewable energy strategies lessens dependence on oil imports and provides more reliable and affordable energy.

Stable economies and fiscally prudent insular governments foster a more hospitable climate for investment in the islands. Technical assistance will be provided to equip the insular areas with the statistical and management information necessary for informed leadership decision making, expert consultants to effectively improve insular government financial policies and procedures, and strong financial management systems along with technical planning abilities.

The DOI will help create economic opportunity by forging partnerships that bolster tourism and attract industry by promoting the unique island cultures, natural resources, and by preparing the next generation of business leaders. Key indicators of OIA's effectiveness include the following:

Average per capita Gross Domestic Product (GDP): In the four U.S. Territories (Guam, US Virgin Islands, American Samoa, and Commonwealth of the Northern Mariana Islands (CNMI)) for which it is measured, GDP remains a fraction of that for other U.S. citizens in the states. OIA provides technical assistance to the insular areas to assist with economic development planning and execution and supports local planning and education activities related to tourism, agriculture, and aquaculture. In addition, OIA funds infrastructure projects related to economic development, such as fiber optic connectivity, port improvements and renovations to tourist districts.

Cost of electricity: Without indigenous fossil fuels, insular areas face great challenges in achieving reliable, affordable, and secure energy, which can have severe economic effects on the island communities. These areas depend almost entirely on imported petroleum products for energy. The residential cost per kilowatt hour for power in the territories directly impacts the quality of life in

the insular areas and remains over three times higher than the national average. To try to address high electricity costs, the Office of Insular Affairs (OIA) contracts with the Department of Energy's National Renewable Energy Laboratory (NREL) to engage territories and provide energy efficiency and renewable energy assessments, help develop strategic energy plans, and provide technical assistance in reviewing and implementing alternative energy projects. The OIA, through its Empowering Insular Communities grant program, continues to provide funding for the highest priority projects identified in the energy plans including photovoltaic, wind and geothermal development projects, as well as assuring traditional energy plants continue operating.

Offices	Key Performance Indicators	2022 Goal
OIA	Difference in the mean GDP per capita in the 4 US territories compared to the mean GDP per capita in the US	60%
OIA	Difference in the residential cost per kilowatt hour for power from the national average	2X

STRATEGY #3: Fulfill US Compact Obligations

In coordination with the State Department, the DOI will implement compact obligations with three U.S.-affiliated Freely Associated States (FAS): the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau (Palau). The DOI will make direct grants to the FSM and RMI under their amended Compacts to provide assistance in six sectors: education, health care, infrastructure, public sector capacity building, private sector development, and environment. The DOI will also continue to support U.S. compact obligations to Palau.

Offices	Key Performance Indicators	2022 Goal
OIA	Ratio of FAS private sector jobs versus total FAS employment	55%
OIA	Ratio of FAS public sector jobs versus total FAS Employment	45%
OIA	Percent of FAS employment attributable to OIA Grants and Programs	30%
OIA	Percent of FAS employee compensation attributable to OIA grants and programs	25%
OIA	Average FAS private sector wage rate as a percentage of average FAS central government wage rate	45%

MISSION AREA 5 Protecting Our People and the Border

Inherent in DOI's management responsibilities of the public lands is the requirement to protect employees and visitors. Ensuring employee and public safety is complex and requires the resources of multiple bureaus and offices covering four disciplines – law enforcement, emergency management, wildland fire, and natural hazards science. The DOI's Law Enforcement Program has the third largest contingent of Federal law enforcement officers in the Executive Branch. Depending on the season, approximately 3,500-4,000 law enforcement officers, rangers, and other employees patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities and protect people, as well as natural, cultural, and heritage resources from illegal activities. Wildland fires potentially endanger lives and property. The Office of Wildland Fire (OWF) coordinates among the DOI's land management bureaus and the US Forest Service to safely, efficiently, and effectively prevent, respond to, and manage the impacts of wildfires. The USGS also protects lives by monitoring and warning of natural hazards such as earthquakes, volcanoes, landslides, and environmental health hazards.

The DOI has land on both the Canadian and Mexican borders, and a presence in the Pacific that exposes Americans to risks from Asia. The Administration is presently emphasizing securing our southern border with Mexico to better protect our country. The DOI has a considerable amount of land that borders Mexico. As such, the DOI's law enforcement officers work in partnership with the US Customs and Border Patrol, Immigration and Customs Enforcement, Drug Enforcement Agency, and tribal, state and local governments to address the flow of illegal immigration, gun and drug trafficking, and to mitigate the impacts associated with these activities, which affect DOI lands and our community partners. In addition, OWF shares wildfire management responsibilities with Mexico along the southern border.

GOAL 1: Ensure emergency preparedness & DOI law enforcement staffing addresses public safety risks

The DOI places a high priority on safety, security, and preparedness, and will uphold its responsibilities for protecting lives, resources, and property through a wide variety of program areas, including law enforcement, health and safety, security, and emergency management. The DOI's preference is to achieve public and visitor compliance with applicable laws and regulations by using techniques that are not confrontational and are designed to elicit voluntary as opposed to coerced compliance.

STRATEGY #1: Ensure public safety on our lands

The Office of Law Enforcement and Security (OLES) provides program direction and oversight on law enforcement policy, border security, drug enforcement, training at the national academy, internal affairs, victims assistance, program compliance, and inspections as well as emergency deployment of DOI law enforcement resources. The Office coordinates with other Federal, state and local agencies (including the Department of Homeland Security, Federal Bureau of Investigation (FBI), and Central Intelligence Agency) on law enforcement and security issues, including infrastructure on the Outer Continental Shelf, the Trans-Alaska pipeline, and gas transmission lines.

To help ensure effective protection of people on DOI lands, each bureau will determine the effective level and distribution of law enforcement staffing for each of its programs on a unit-by-unit basis. The effective level and distribution of staffing needs is dependent on the differing

conditions, levels of risk, and populations served in each unit, captured through a staffing model developed and monitored by each bureau. The DOI’s bureaus will engage in developing these staffing models, to determine on a program basis the effective levels of law enforcement staffing that are needed across its units, evaluate the actual level of law enforcement staffing that presently exists, and develop recommendations for better ensuring the effective level of staffing for protecting the people in each unit.

The DOI will strengthen law enforcement in Indian Country by putting more officers on the streets, bolstering tribal courts, and helping fight violent crime and drug abuse. Tribal justice systems are an essential part of tribal governments, which interface with BIA and tribal law enforcement activities. Congress and the Federal courts have repeatedly recognized tribal justice systems as the appropriate forums for adjudicating disputes and minor criminal activity within Indian Country. It is important that the BIA and tribal law enforcement activities complement the operations of the tribal courts to ensure that justice in the tribal forums is administered effectively.

Bureaus	Key Performance Indicators	2022 Goal
OLES	Percent of DOI law enforcement agencies with a current law enforcement staffing plan	100%
BIA	Percent of criminal offenses solved by arrest (Part 1 Offense Clearance Rate)	44%

Strategy 2: Prepare DOI to respond to and recover from emergencies and incidents

The Office of Emergency Management (OEM) promotes all-hazard preparedness and response; ensures continuity of the DOI to perform essential functions during catastrophic events; and assists communities during imminent threats. Collectively, the DOI supports the five National Planning Frameworks (Protection, Prevention, Mitigation, Response, and Recovery) and their related five Federal Interagency Operational Plans, the National Incident Management System, and the National Oil and Hazardous Substances Pollution Contingency Plan while continuing the DOI’s mission to protect natural and cultural resources. The DOI’s All-Hazards Baseline Operational Plan provides the baseline guidance for how the Department prepares for and responds to emergencies, regardless of type or cause. The OEM leads coordination and information sharing for emergency management regarding communications, public health, environmental health, wildlife health, integrated pest management, invasive species, and occupational safety and health across the DOI’s bureaus and offices.

Offices	Key Performance Indicator	2022 Goal
PEM	Average Interior Readiness (I-READ) Index score for emergency preparedness across DOI Bureaus/Offices	91.0%

GOAL 2: Support securing our southern continental US border

The DOI manages 41% of the southwest border of the continental United States. The DOI’s managers in the field are daily faced with tough decisions on how to best utilize their law

enforcement assets. An integrated government approach is essential to effectively securing the border and supporting the construction of a physical barrier where needed. Through partnering, federal, state, tribal, and local law enforcement agencies working in proximity to each other have been able to address critical issues like illegal immigration and marijuana smuggling.

STRATEGY #1: Support securing our southern continental US border

The DOI’s goal is to increase collaboration among the agencies operating along the border to better understand each other’s mission, share resources, and coordinate efforts. This is accomplished by routine interagency coordination, participating in local Border Management Task Force (BMTF) meetings, interagency training, an annual interagency border forum, and law enforcement specific operations.

The US Border Patrol is the main federal agency responsible for patrolling DOI lands adjacent to the US/Mexican Border. The DOI’s goal is to work with US Border Patrol to decrease illegal immigration on DOI managed public lands through collaborative efforts with partnering agencies.

Bureaus	Key Performance Indicators	2022 Goal
PMB/OLES	Number of apprehensions on DOI-managed lands	Reduced Annually

GOAL #3: Manage wildland fire to reduce risk and improve ecosystem and community resilience

The DOI, working with the Department of Agriculture, will improve the way that both agencies manage wildland fire by ensuring that fire management assets are used in the most efficient way possible. The DOI will work with state, local, tribal, and other partners to ensure a coordinated approach to wildland fire management that enables protection responsibilities to be exchanged and resources shared to improve operational efficiency and reduce management duplication. The DOI will continue to integrate science and technology into informing and supporting the firefighters with the appropriate training tools, resources and program support to enable them to work safely and effectively.

The DOI is developing new wildland fire management performance measures to better articulate and determine the efficacy of Department and Administration resources in achieving desired resource conditions that reduce the intensity, severity or negative effects of wildfire. As part of this effort, the Department has established a working group among the four DOI wildland fire bureaus, as well as the U.S. Forest Service, which will explore the feasibility of concepts and principles in wildfire risk mitigation, and examine the value of the strategic placement of fuels treatments as informed by a risk assessment and mitigation plan. This group will develop recommendations for a) establishing outcome-based targets, and b) annually evaluating the performance of the program in meeting the desired objectives of the National Cohesive Wildland Fire Management Strategy. When

completed, the DOI will incorporate the new performance measures into its strategic plan implementation.

STRATEGY #1: Integrate fire ecology, risk management, and collaboration to mitigate wildfire impacts

The Department’s Office of Wildland Fire coordinates programs and funding across four bureaus (BLM, FWS, NPS, and BIA) that manage wildland fire programs to implement the National Cohesive Wildland Fire Management Strategy, a science-based collaborative approach to mitigating wildfire risk. The DOI, in partnership with the Department of Agriculture’s Forest Service, is committed to the inclusive principles of providing safe and effective response to wildfires, promoting fire-adapted communities, and creating fire-resilient landscapes. The DOI strives to achieve a science-based and technically effective wildland fire management program that is integrated with natural resources programs.

Successful management in fire-adapted communities and landscapes depends on implementation of a broad-based, intergovernmental, collaborative, and national cohesive strategy to address the mounting challenges of escalating fire behavior, increased risk to responders, greater natural and cultural resource losses, and increased threats and losses to communities. The DOI is a lead agency in this collaborative approach with the Forest Service and other Federal, state, tribal, and local governments and stakeholders.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
OWF	Percent of DOI-managed landscape acres that are in desired condition as a result of fire management	36%
OWF	Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan	94%
OWF	Percent of wildfires on DOI-managed landscapes where the initial strategies fully succeeded during the initial response phase	97%

GOAL #4: Provide science to safeguard communities from natural hazards

The USGS helps protect public safety, public health, and property by effectively delivering natural hazards and environmental health science. The Nation’s emergency managers and public officials use USGS science to inform citizens of the potential risks these hazards pose to natural systems and the built environment, improve preparation and response activities, and protect the health of the public, which reduce the loss of life and property.

STRATEGY #1: Monitor and assess natural hazards risk and response planning

Responsibilities in natural hazards include the issuing of warnings and advisories for earthquakes, volcanic eruptions, landslides, and coastal erosion; informing warnings issued by other agencies for floods, tsunamis, and wildfires; providing timely information to emergency managers and response officials, the media, and the public to inform and educate communities during and between crises.

The USGS supports these activities by implementing 24x7 operations for seismic, volcanic, and geomagnetic monitoring efforts; maintaining an extensive national network of streamgages measuring rainfall, streamflow, stream height or lake levels; and developing the next generation of tools for rapid evaluation of hazards.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted natural hazards assessments of very high and high-threat regions of the Nation (Index)	4%
USGS	Percent completion of targeted landslide hazard research	8%
USGS	Percent completion of coastal and marine hazards and subsidence research (Index)	87%
USGS	Percent progress towards optimal monitoring capability for natural hazards situational awareness (Index)	52%
USGS	Percent of the National Streamflow Network (NSN) streamgages that are fully operational	88%

MISSION AREA 6 Modernizing Our Organization and Infrastructure for the Next 100 Years

The DOI is looking to better ensure effective operations and service delivery through coordinated organizational alignments in the field across bureaus and with other federal and nonfederal partners, and through putting a relatively larger fraction of our employees into the field to serve the public. Expediting environmental analysis and compliance, reducing the cost of space, collocating offices for more convenient public service and improved interagency coordination, and common regional boundaries are all being explored to help improve the DOI's infrastructure and related effectiveness.

GOAL #1: Align DOI organizational structure and workforce to improve partnership engagement and mission delivery

The DOI is reevaluating its organizational model to determine how to best achieve its mission of serving the American public, honoring our tribal and fiduciary trust responsibilities, and managing and protecting our land, water and natural resources for the next 100 years.

STRATEGY #1: Ensure effective alignment of DOI organizational structure in the field and with partners

The DOI intends to establish unified regional boundaries for its bureaus in 2018 and to further develop this approach in 2019. The goal is to improve overall operations, internal communications, customer service, and stakeholder engagement. Aligning geographic areas across the DOI will enhance coordination of resource decisions and policies and will simplify how citizens engage with the DOI.

Organizing bureaus with common geographic areas will allow for more integrated and better coordinated decision making across bureaus. Currently, the DOI's bureaus have more than 40 distinct regions, each with its own geographic boundaries. This complicates coordination and hampers the DOI's ability to get things done expeditiously. Having unified regions will help streamline operations and in doing so, provide better service to the American people. Bureaus within a region will focus on common issues, taking a comprehensive approach versus a bureau-centric approach. This culture shift will help us work better together to accomplish one vision. The new regional boundaries currently under discussion – and subject to modification – are expected to have minimal budgetary impact.

To improve customer service and reduce operational costs, sharing functions at field locations has already begun. For a number of years, the Department of the Interior and Department of Agriculture's US Forest Service (USFS) have pooled resources, conducted joint projects, and shared services under Service First agreements where field locations are in close proximity to each other. Service First authority promotes partnering across agency boundaries to develop joint solutions to common problems and to address federal land management issues in an integrated way.

STRATEGY #2: Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts

The DOI is committed to managing America's vast natural and cultural resources with a 70,000-strong and 350 occupation-plus workforce that exemplifies high performance, customer service and

accountability. Historically, it has been difficult to attract certain DOI employees or recruits in certain occupations to positions in headquarters, or even to regional offices, because many of our employees enjoy living in relatively rural areas and because the cost of living is so much higher in large cities. Moving a larger fraction of our staff of some bureaus to relatively more rural and considerably less expensive areas in the West might therefore both reduce payroll cost because fewer employees would receive locality pay, and improve employee retention.

To facilitate strategic human capital planning, the Department has put in place hiring controls to emphasize new hiring for field-related positions rather than administrative and support positions in the Washington, D.C., and Denver, Colorado metropolitan areas.

The DOI will leverage automation to improve employee performance and training opportunities, and examine additional data to determine if operational efficiencies can be gained while minimizing redundancies under the current organizational design.

Data to be analyzed include:

- Federal Employee Viewpoint Survey (*e.g.*, employee engagement)
- Geographic Representation of Bureau Mission Critical Occupations
- Geographic Representation of Administrative and Support Services
- Customer Service data
- Benchmarking cost allocations for administrative and support functions
- DOI Human Capital Framework Evaluations
- Accountability drivers on performance, labor management, EEO, etc.
- Bureau plans in response to the Department-wide Workplace Environment Survey

Offices	Key Performance Indicator	2022 Goal
PHR	Employee engagement index for DOI in the Federal Employee Viewpoint Survey	75%
PHR	DOI’s ranking among large agencies in the Partnership for Public Services’ Best Places to Work report	1

GOAL #2: Reduce administrative and regulatory burden

Executive Order 13771, Reducing Regulation and Controlling Regulatory Costs, directed agencies to “manage the costs associated with the governmental imposition of private expenditures required to comply with Federal regulations.” The DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to the public, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient.

STRATEGY #1: Evaluate and improve the net benefits of regulatory reform initiatives and policies, and identify regulations for repeal, replacement, or modification

On February 24, 2017, President Trump signed Executive Order 13777 entitled, “Enforcing the Regulatory Reform Agenda” to alleviate unnecessary regulatory burdens placed on the American people. The Executive Order established a Regulatory Reform Officer (RRO) for each agency and a Regulatory Reform Task Force. The efforts of the RRO and the task force will help identify

regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The costs of the regulatory and deregulatory actions are measured as the opportunity costs or cost savings to society, as defined in OMB Circular A-4 (i.e. the values reported are the cumulative net savings from deregulatory actions and costs of newly required regulatory actions over multiple years starting in FY 2017). In 2017, the DOI achieved cumulative net savings of \$1.15B (net present value) from its deregulatory actions. Goals for subsequent years will be established as the DOI completes its review of target regulations.

Office	Key Performance Indicator	2022 Goal
DOI	Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions (including costs or cost savings carried over from previous fiscal years)	TBD
DOI	Number of EO 13771 regulatory actions issued.	TBD
DOI	Number of EO 13771 deregulatory actions issued.	TBD

STRATEGY #2: Improve transparency and timeliness of the infrastructure permitting process

As outlined in the President’s Executive Order “Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure,” and the corresponding Secretarial Order 3355, a significant opportunity exists for agencies to streamline and collaborate on National Environmental Protection Act (NEPA) compliance efforts. The DOI believes this can best be achieved through a unified regional structure adopted across the DOI which focuses on the intersecting issues within the same geographical boundaries.

The DOI is also establishing an Executive Committee for Expedited Permitting (ECEP) to expedite the responsible leasing and permitting of energy and mineral production. More specifically, this involves, but is not limited to, the processing of Applications for Permit to Drill (APD), Expressions of Interest (EOI), coal leasing actions, Right-of-Way (ROW) applications, and harmonization of appurtenant environmental reviews.

Office	Key Performance Indicator	2022 Goal
DOI	<i>Cross-Agency Priority Goal metric on improving infrastructure permitting to be added</i>	
BLM	Average amount of time (in days) to process and administratively complete Applications for Permit to Drill	90 days
BLM	Average amount of time (in months) to issue a decision on major right-of-way applications	48 months
BLM	Average amount of time (in days) to process and administratively complete a grazing permit	390 days
FWS	Percent of formal Endangered Species Act Section 7 consultations addressed in a timely manner	100%

GOAL #3: Prioritize DOI infrastructure needs and reduce deferred maintenance backlog

Real property assets are integral to the success of Interior's mission. DOI's real property inventory includes approximately 43,000 buildings and 80,000 structures across six major land-holding bureaus, with a replacement value of approximately \$300 billion. DOI manages the full life-cycle requirements of nearly every type of constructed asset found, including visitor centers, dams, schools, health clinics, power generating facilities, housing, hotels, fire stations, campgrounds, roads, water and wastewater treatment plants, offices, and more. Many of these assets have historic or cultural significance that not only support the DOI's mission, but are important to our Nation's heritage.

STRATEGY #1: Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery

The DOI's goal is to balance mission delivery demands with adequate investments in operations and maintenance to sustain the portfolio in an appropriate condition befitting of our role as America's stewards. Appropriately maintained assets enable the DOI to accomplish habitat and resource management, provide outdoor recreation activities, deliver water, fulfill trust and treaty responsibilities, and provide critical economic inputs and job creation for local communities. Adequately constructed and maintained Federal real property supports healthy habitats and populations, availability of safe and reliable public use opportunities, and robust local economies.

A significant factor impacting a sustainable portfolio of constructed assets is DOI's aging infrastructure. Many assets already exceed original design life, and this trend of aging infrastructure continues to threaten mission delivery. Prioritizing repairs on a portfolio scale will ensure the assets condition is maintained at an acceptable level. Effective management of deferred maintenance is a Departmental priority to ensure completion of needed repairs and prevent further deterioration and unsafe conditions. The DOI prioritizes addressing deferred maintenance/repair needs for mission critical activities. Furthermore, proactive maintenance, replacement of components and colocation of programs and staff in owned facilities will help to reduce future costs.

The DOI conserves the Nation's cultural and heritage sites that reflect a rich and diverse history. The DOI safeguards our heritage for the generations that follow, to better understand our country and learn from our past. Many challenges exist in protecting and maintaining historic and archeological sites, especially with the impacts of weather on fragile sites and structures. Sites are exposed to changing weather conditions that cause damage and deterioration of the structures and sites and some locations are vandalized or accidentally damaged by visitors to federal lands.

The Road Construction Program maintains and operates the 29,000 miles of BIA-owned roads and bridges. These roads and bridges serve as the primary access points to tribal communities, without which critical resources and services would not reach tribal members.

The DOI will continue to improve and provide safe, functional, energy efficient, and universally accessible BIA facilities. The DOI is allocating funds to improve its Bureau of Indian Education (BIE) funded schools, and improve the learning environment of BIE students.

Agency Priority Performance Goal: By September 30, 2019, the Department of the Interior will improve the condition of its priority real property assets such that 82% are in the desired state of acceptable condition.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
PAM	Percent of priority assets in acceptable condition (i.e. meet investment objective)	84%
PAM	Amount of priority deferred maintenance (repair) needs/activities addressed (i.e. completed for that year)	\$1.2 billion
NPS	Value of NPS deferred maintenance work orders closed (\$000)	TBD
BIA, BLM, FWS, NPS	Percent of historic structures on DOI inventory in good condition	57%
BIA, BLM, BOR, FWS, NPS	Percent of museum collections on DOI inventory in good condition	59%
BIA, BLM, FWS, NPS	Percent of archaeological sites on DOI inventory in good condition	67%
BOR	Maintain a completion rate of 95% for Safety of Dam recommendations	95%
BIA	Percent of miles of BIA road in acceptable condition based on the Service Level Index	14%
BIA	Percent of BIA bridges in acceptable condition based on the Service Level Index	69%
BIE	Percent of students in BIE school facilities that are in acceptable condition as measured by the Facilities Condition Index	67%

STRATEGY #2: Provide dependable and efficient information technology

Information Management and Technology (IMT) provides modern and secure technology solutions to advance the DOI's ability to deliver programs and services to the public and our customers. To do so, the DOI must protect its critical information assets from cyber exploitation and attack to ensure that employees and the public can rely on the confidentiality, integrity, and availability of the DOI's data and information systems. The DOI is implementing advanced technologies that will increase visibility into its IMT environment, improve protections around our high-value information assets, and empower its workforce to better detect, respond, and recover from cyber-attacks and breaches. With a more secure computing environment in place, its employees can more easily obtain the tools and data they need to perform the mission securely efficiently and effectively, anywhere and anytime.

The DOI will continue to deploy and mature Continuous Diagnostics and Mitigation (CDM) capabilities that help to fortify its networks and systems. These capabilities provide the DOI with tools necessary to better identify cybersecurity risks on an ongoing basis, prioritize these risks based upon potential impacts, and enable cybersecurity personnel to mitigate the most significant

problems first. Achieving the performance objectives will enable the DOI to meet the requirements of Presidential Executive Order 13800, “Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.” The DOI has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover.

The DOI is working collaboratively with its user community to understand operational needs better in the field, resulting in expanding network capabilities to improve connectivity in remote areas so employees can be as productive as possible. To improve collaboration, the DOI will enhance its Geospatial Platform capabilities, which is an internet-based tool for sharing trusted geospatial data with the public, government agencies, and partners to meet their mission needs. The DOI will also seek to deliver improved services at a lower cost by consolidating and standardizing IT services and systems, including consolidating and optimizing its data center and network operations and standardizing security, customer support, and administrative functions.

Offices	Key Performance Indicator	2022 Goal
PIO	Percent of unclassified network hardware and software assets appropriately authorized and managed	95%
PIO	Percent completion of DOI’s Federal Information Technology Acquisition Reform Act (FITARA) Implementation Plan	100%

APPENDIX A – ACRONYMS

APD	Application for Permit to Drill	I-READ	Interior Readiness (index)
APIPA	Association of Pacific Island Public Auditors	LHP	Landslide Hazard Program
APP	Annual Performance Plan	LIDAR	Light Detection And Ranging
APP&R	Annual Performance Plan and Report	LTRO	Land Title and Records Office
APR	Annual Performance Report	MMBF	Million Board Feet
ARPA	Archeological Resources Protection Act	MR&R	Major Rehabilitations and Replacements
AS-IA	Assistant Secretary for Indian Affairs	MRP	Mineral Resource Program
AS-IN	Assistant Secretary for Insular Affairs	MTS	Mineral Tracking System
AS-PMB	Assistant Secretary for Policy, Management, and Budget	NAGPRA	Native American Graves Protection and Repatriation Act
BIA	Bureau of Indian Affairs	NAWQA	National Water Quality Assessment Program
BIE	Bureau of Indian Education	NCGMP	National Geologic Map Database
BLM	Bureau of Land Management	NEPA	National Environmental Policy Act
BOEM	Bureau of Ocean Energy Management	NFHS	National Fish Hatchery System
BOR	Bureau of Reclamation	NHPA	National Historic Preservation Act
BSEE	Bureau of Safety and Environmental Enforcement	NIBRS	National Incident Based Reporting System
		NIMS	National Incident Management System
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act	NLCD	National Land Cover Database
CFR	Code of Federal Regulations	NOAA	National Oceanic and Atmospheric Administration
CFS	Cubic Foot per Second	NPS	National Park Service
CNMI	Commonwealth of the Northern Mariana Islands	NWRS	National Wildlife Refuge System
CWS	Community Water Systems	O&C	Oregon and California
DOI	Department of the Interior	O&M	Operations and Maintenance
EHP	Earthquake Hazard Program	OCS	Outer Continental Shelf
EPA	Environmental Protection Agency	OEPC	Office of Environmental Policy and Compliance
ERP	Energy Resource Program	OIA	Office of Insular Affairs
FASS-CMS	Financial Assistance and Social Services – Case Management System	OIG	Office of the Inspector General
FCI	Facilities Condition Index	OJS	Office of Justice Services
FRPP	Federal Real Property Profile	OLES	Office of Law Enforcement and Security
FRR	Facility Reliability Rating	OMB	Office of Management and Budget
FWS	Fish and Wildlife Service	OSG	Office of Self-Governance
GAO	Government Accountability Office	OSMRE	Office of Surface Mining Reclamation and Enforcement
GDP	Gross Domestic Product	OST	Office of Special Trustee
GIS	Geographic Information System	ONRR	Office of Natural Resources Revenue
GPRA	Government Performance Results Act	OPM	Office of Personnel Management
GPS	Geospatial Positioning System	OWF	Office of Wildland Fire
HHS	Department of Health and Human Services	PAM	Office of Acquisitions and Property Management
HMA	Herd Management Area		
HPPG	High Priority Performance Goal	PEM	Office of Emergency Management
ICWA	Indian Child Welfare Act	PEP	Office of Environmental Policy and Compliance
IGFOA	Island Government Finance Officers' Association	PFM	Office of Financial Management
		PHR	Office of Human Resources
IIM	Individual Indian Money	PIO	Office of the Chief Information Officer
ILCO	Indian Land Consolidation Office	ROW	Right of Way
ILCP	Indian Land Consolidation Program	SMART	Sustain and Manage America's Resources for Tomorrow

IMARS	Incident Management Analysis Reporting System		
SMCRA	Surface Mining Control and Reclamation Act of 1977		
STEM	Science, Technology, Engineering and Mathematics		
T&E	Threatened and Endangered		
TFAS	Trust Financial Accounting System		
USDA	U.S. Department of Agriculture		
USGS	U.S. Geological Survey		
VHP	Volcano Hazard Program		
WUI	Wildland-Urban Interface		

**ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2018**

A. Name and Address of Agency:

U.S. Fish and Wildlife Service
5275 Leesburg Pike
Falls Church, Virginia 22041-3803

B. Name and Title of Designated FEORP Official (if address is different from Section A, include e-mail address and telephone and fax numbers):

Julia Bumbaca
Diversity Program Manager
U.S. Fish and Wildlife Service, Headquarters
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5275 Leesburg Pike
Falls Church, Virginia 22041-3803
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Julia_Bumbaca@fws.gov

C. Name and Title of Contact Person (if address is different from Section A, include e-mail address and telephone and fax numbers):

Jessie V. Cheek
Human Resources Specialist
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5275 Leesburg Pike
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Office: 703-358-2597
Jessie_Cheek@fws.gov

CERTIFICATION

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

SIGNATURE  DATE 11/19/2018
Chief Human Capital Officer

SIGNATURE  DATE 11/19/2019
Director, Equal Employment Opportunity

SIGNATURE  DATE 11/19/2019
Director, Diversity and Inclusion

****Note**** If you are unable to use the digital signature function, please sign the Annual FEORP Plan Certification and send it electronically with your submission.

Federal Equal Opportunity Recruitment Program (FEORP) Report - FY 2018

Executive Summary

The Fiscal Year (FY) 2018 U.S. Fish and Wildlife Service (FWS) Federal Equal Opportunity Recruitment Program (FEORP) Report highlights human capital practices to recruit, develop and retain a diverse and highly qualified civilian workforce. FWS conducts these activities under the guidance of the Director's Five-Year Strategic Diversity and Inclusion Implementation Plan (DIIP) FY 2015 - FY 2019. The DIIP includes four objectives:

Objective 1: Building Diversity as a Core Value.

Objective 2: Establish Partnerships and Targeted Recruitment Sources.

Objective 3: Conduct Targeted Recruitment.

Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management.

- Objective 1: Building Diversity as a Core Value
 - 1.2. Communicate the benefits of diversity and inclusion to your staff to reinforce your commitment and demonstrate your support to an inclusive workforce.
- Objective 2: Establish Partnerships and Targeted Recruitment Sources
 - 2.1. Establish, update, and enhance partnerships with targeted organizations.
- Objective 3: Conduct Targeted Recruitment
 - 3.1 Develop targeted recruitment strategies.
- Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management
 - 4.1. Adhere to the FWS's Policy on the development and establishment of Employee and Supervisor Performance Appraisal Plans (EPAP) for each employee, supervisor and manager.

Recruitment Strategy: National Recruitment Initiative (DIIP Objective 2, DIIP Objective 3)

In Spring 2018, and as part of our larger efforts to recruit and retain a workforce that better reflects the diversity of the American public, the FWS Regional Offices initiated a centralized hiring process to:

- 1) Recruit and hire exceptional talent to deliver our important mission; and
- 2) Build a workforce that reflects the multitude of backgrounds in our country.

In mid-May 2018, 40 positions across the 401 and 482 job series at the GS-7/9 level (FPL GS-11) were advertised on USAJobs. Complementary to this Regional centralized hiring effort, a *Diversity*

Recruitment Team identified and recommended ways to accomplish effective outreach beyond traditional means. The team was made up of a diverse group of individuals from multiple programs, in multiple locations, and at multiple points in their federal careers. The team targeted much time and energy to developing tools and conducting outreach that assisted in the Spring 2018 Regional centralized hiring effort.

Strategies Used:

To increase diversity in the applicant pool, the following outreach strategies were developed and implemented:

- Vacancies were advertised under the Pathways Recent Graduates authority to target a new cadre of applicants (concurrent MPP vacancy announcements were developed as well, to give our current workforce the ability to benefit from this opportunity).
- Outreach efforts launched two weeks *prior* to the opening of vacancy announcements to increase external awareness and give new applicants to the Federal government time to register on USAJOBS, prepare resumes, research the FWS, etc.
- The Diversity Recruitment Team developed a number of tools to increase effectiveness of outreach. This included:
 - 1) An electronic *“Work for Wildlife” flyer* that described: the FWS, the upcoming vacancies, how to apply, and who to contact for answers to questions.
 - 2) An electronic *“Tips when Applying for Federal Jobs” flyer* that provided information to successfully navigate the federal application process, important for first time applicants.
 - 3) *Ready-made social media content* was provided to university and outreach partners to plug into their social media platforms. Doing so, allowed them to easily insert our messages and links directly into their platforms and connect with their followers.

FWS Accomplishments and Promising Practices

Diversity

FWS executed a Service-wide National Recruitment Initiative, designed to reach a broader diverse applicant pool to provide additional opportunities to correct the low participation rate of minorities in the workforce. The new workforce planning process enabled the FWS to project vacant positions nationally, develop national strategies for recruitment, and track performance with an emphasis on the mission biology job series (400 series). The Workforce Recruiters created a central point of contact and candidate list for this effort. The list included national and regional targeted recruitment partners, 20 Partnership Universities, and other colleges and universities the recruiters have relationships with to reach targeted groups. The vacancies were opened to the Public DEU process, which enabled more minorities to apply and be referred to hiring managers.

FWS sponsored the fourth year of the DFP in compliance with the Direct Hiring Authority authorized under DOI Personnel Bulletin No. 12-15. The 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, which enhances FWS' ability to achieve a more diverse workforce through targeted recruitment.

In FY2018, the FWS continued to provide leadership for the management 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. Under guidance of the Deputy Director, the FWS collaborated with partner organizations to identify ten key activities that the DJV will plan and implement in the coming year. The DJV Partners formed Working Groups to carry out the activities that include developing a communication strategy, best practices for recruitment; promoting inclusion in the workplace; conservation career lesson plans, and creation of the DJV website. Of particular note, the Partners developed a platform with content that provides job related resources for college students, professionals, and employers to promote diversity in the conservation workforce.

FWS continues to support and maintain Non-Traditional Partnerships with:

- Hispanic Access Foundation (HAF). Through the partnership, FWS promotes training and employment opportunities among qualified youth. The FWS partnered with HAF to promote Latino Conservation Week, which encouraged Latinos nationwide to visit and engage in refuges across the country. HAF recruits, trains, places, and supports Latino youth in internship positions.
- League of United Latin American Citizens (LULAC). FWS promotes employment opportunities among qualified candidates by sharing job announcements with local LULAC chapters across the country. FWS participated in the third annual LULAC Federal Training Institute Partnership Conference, in Washington, D.C.
- Latino Outdoors, Green Latinos, and Hispanics Enjoying Camping, Hiking, and the Outdoors (HECHO). By sharing job announcements with these Latino serving organizations, we further

promote employment opportunities among Latinos. Furthermore, given shared conservation and environmental goals, we assist and collaborate with these organizations by using our communications channels to reach and engage Latinos with common, mutually beneficial messages and calls to action.

- Phi Beta Sigma Fraternity: The FWS continues its partnership with the Phi Beta Sigma Fraternity (a primarily African American Fraternity) by actively participating in Fraternity sponsored activities, such as career fairs, to provide information on environmental education and careers in natural resources.
- Zeta Phi Beta Sorority: Continues support of the Zeta Phi Beta Sorority Inc. (a primarily African American Sorority) by actively participating in activities to provide diverse women and girls information on environmental education and careers in natural resources.

Inclusion

The Executive Diversity Committee (EDC) continues to emphasize their expectations to increase diversity and provide guidance on ensuring that the planned activities are implemented for the Director's Five-Year Strategic Diversity and Inclusion Implementation Plan (DIIP) FY 2015-FY 2019. The EDC is in the process of establishing new priorities for FY 2019.

The Deputy Director personally monitors low participation rates in order to identify anomalies (triggers) in workforce demographics reported throughout the year to the Directorate to reinforce the need for the Directorate to work collectively together on diversity initiatives. In order to more effectively monitor progress reporting statistical reports have been increased to bi-weekly reports on the demographic composition of the workforce. This has significantly improved Service-wide awareness and support for the Service's diversity and inclusion initiatives.

FWS completed a comprehensive barrier analysis and devised actions to address challenges that have an impact on the work environment for its FY 2018 Management Directive 715 (MD-715) report. The requirement to conduct a "Barrier Analysis" is central to the MD-715 reporting procedures in order to determine the root cause(s) for the challenges that the FWS is having in hiring and retaining women, minorities, and individuals with disabilities. The Director personally participated in meetings with the EEOC to discuss the barrier analysis on employment factors such as recruitment, hiring, retention, separations, promotions, internal selections, training and development, awards, and discipline.

Sustainability

The FWS is striving to shape its workforce to better reflect the diversity of the people we serve. The members of the SES have specific items in Element 2 of their Executive Performance Agreement and all managers and supervisors are evaluated on their effectiveness in carrying them out as part of their periodic performance appraisals.

- Executive mandates senior officials to include EEO personnel in regional/program meetings regarding workforce planning/changes that may affect equal employment opportunities.
- Executive takes proactive measures and works cooperatively with both internal and external customers/stakeholders in an effort to improve diversity and inclusion in the workplace.

- Executive demonstrates knowledge and application of EEOC's, OPM's and DOI's EEO regulations and procedures to improve diversity and inclusion in the workplace. Directs subordinate senior officials to ensure completion of Action Items in the Service's Diversity and Inclusion Implementation Plan (DIIP), by actively working with Workforce Recruiters and Human Resources Specialists, and to participate in EEOCs Management Directive 715 (MD-715) Plan Part G, Agency Self-Assessment Checklist.
- Executive completes mandatory EEO/Diversity training and ensures subordinate senior officials receive such mandatory training.

FWS has committed funding for new Service-wide training and reinforced the importance of training being conducted on equal employment opportunity and diversity. The subjects include: diversity, inclusion, reasonable accommodations/personal assistance services; special hiring authorities; diversity change agent training; disability sensitivity; barrier analysis training; Civil Treatment for Leaders (CTL), EEO complaints and a one-day training program on diversity/EEO/ethics and barrier analysis.

Annual FEORP Plan for Fiscal Year 2019

FWS conducts Diversity and Inclusion initiatives under the guidance of the Director's Five-Year Strategic Diversity and Inclusion Implementation Plan (DIIP) FY 2015 - FY 2019.

In FY 2019, FWS will focus on the following activities under each DIIP objective:

- Objective 1: Building Diversity as a Core Value
 - 1.2. Communicate the benefits of diversity and inclusion to staff to reinforce commitment and demonstrate support to an inclusive workforce.

- Objective 2: Establish Partnerships and Targeted Recruitment Sources
 - 2.1. Establish, update, and enhance partnerships with targeted organizations.
 - 2.2 Develop targeted recruitment strategies.

- Objective 3: Conduct Targeted Recruitment
 - 3.2 Maintain an active national targeted recruitment team to work with recruiters, human resources specialists and hiring officials in executing strategies for job-specific recruitment designed to reach desired communities to increase the pool of targeted candidates from low participation groups for positions.

- Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management
 - 4.2. Adhere to the Service's Policy on the development and establishment of Individual Development Plans (IDP) for each employee, supervisor and manager.

FWS has scheduled a second National Recruitment Initiative to advertise approximately 75 entry-level positions in the 400 biological series. FWS established a national recruitment team to focus on targeted recruitment. Each Region has identified key program managers to work immediately with the workforce recruiters to execute targeted recruitment strategies and activities to broaden the pool of diverse applicants. Managers and recruiters will work as a team to identify and meet with established key contacts and networks that will assist FWS in locating and reaching individuals from targeted groups who are interested and qualified for FWS biological science positions.

FWS will be advertising over 80 positions in the Directorate Resource Assistant Fellows Program (DFP) in compliance with the Direct Hiring Authority authorized under DOI Personnel Bulletin No. 12-15. The 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, which enhances FWS' ability to achieve a more diverse workforce through targeted recruitment.

FWS will continue to provide leadership for the management 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. Under guidance of the Deputy Director, the FWS collaborated with partner organizations to identify ten key activities that the DJV will plan and implement in the coming year. The DJV Partners formed Working Groups to carry out the activities that include developing a communication strategy, best practices for recruitment; promoting inclusion in the workplace; conservation career lesson plans, and creation of the DJV website. Of particular note, the Partners developed a platform with content that provides job related resources for college students, professionals, and employers to promote diversity in the conservation workforce.

FWS continues to support and maintain Non-Traditional Partnerships.

- Hispanic Access Foundation (HAF). Through the partnership, FWS promotes training and employment opportunities among qualified youth. The FWS partnered with HAF to promote Latino Conservation Week, which encouraged Latinos nationwide to visit and engage in refuges across the country. HAF recruits, trains, places, and supports Latino youth in internship positions.
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- Zeta Phi Beta Sorority: Continues support of the Zeta Phi Beta Sorority Inc. (a primarily African American Sorority) by actively participating in activities to provide diverse women and girls information on environmental education and careers in natural resources.

FWS will launch a Dignity and Respect Campaign to create a workplace where ideas are shared freely, expectations are clearly articulated, and people understand what is expected of them and how they should behave, including following professional values and codes of conduct. The Dignity and Respect Campaign is one of many responses to various feedback mechanisms (i.e., focus groups, surveys, exit surveys). The Dignity and Respect Campaign is built on the foundation of 30 Tips of Dignity and Respect, which encourage each of us to be mindful of our

interactions with others. The Campaign will entail several deliberate actions that can be taken to enhance the work environment. In FY 2019, the FWS will sponsor a Dignity and Respect website to provide additional information to employees.

In 2019, FWS will mobilize a National Targeted Team to utilize existing and targeted networks, partners, and contacts to assist them in dissemination of job information to individuals who are qualified and interested in pursuing a career in the FWS. These networks, partnerships and/or contacts include over fifty colleges and universities that offer the disciplines qualifying for biological science positions, expansive networks and contacts that are in partnerships with the FWS, and robust contact lists of individuals who are current or former college students.

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification

1. Agency	U.S. Fish and Wildlife Service	2. FY	2019
3. POC Name	Bill Fuller	4. Phone	(703) 358-2367

5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

The U.S. Fish and Wildlife Service (FWS) is the premier government agency dedicated to the conservation, protection, and enhancement of fish, wildlife and plants, and their habitats for the benefit of the American people. It is the only agency in the federal government whose primary responsibility is management of these important natural resources for the American public. FWS also helps ensure a healthy environment for people through its work benefiting wildlife, and by providing opportunities for Americans to enjoy the outdoors and our shared natural heritage.

Veteran employment is a commitment of the FWS and is integrated into our workforce planning strategies for hiring a highly skilled workforce. FWS will commit resources, including time, money and people to be successful. The FWS is committed to both the recruitment and retention of veterans and disabled veterans and supports the Executive Order 13518 regarding improving the hiring of veterans, especially disabled veterans, in the Federal government.

6. OPM DVAAP Manager Official Use Only: Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>
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7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)

8. Total # Employees	8,494	9. # Of Veterans	1,429	10. # Of Disabled Veterans	665	11. # Of 30% Or More Disabled Veterans	402
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Overall Changes As of September 30, 2018, the U.S. Fish and Wildlife Service (FWS) permanent workforce was comprised of 7,578 employees. This was a decrease of 477 permanent employees as compared to FY17. The permanent workforce included 593 (7.8%) disabled veterans of which 354 (4.7%) were 30 percent or more disabled. The service has increased its 30% disabled workforce from (4.4%) in FY17 to (4.7%) in FY18. The U.S. Fish and Wildlife Service overall veterans permanent workforce has increased slightly from (16.8%) in FY17 to (17.0%) in FY18. Of the total number of disabled Veterans the Service has increased slightly from (7.5%) in FY17 to (7.8%) in FY18.

New Hires

FY 2018 total new permanent accessions (outside of DOI) workforce data indicated that 56 (33.7%) were veterans, and 32 (19.3%) of permanent hires were disabled veterans, and 20 (12.0%) of all accessions were 30% or more disabled veterans. Also workforce data showed that disabled veterans received (14.3%) of all promotion's.

Comparing FY2017 and FY2018 permanent workforce the Service has had a slight decrease its total over number of disabled veterans from 603 (7.5%) to 593 (7.8%). The Service has also had a slight decrease its overall permanent workforce for 30% or more compensable veterans from 358 (4.4%) to 354 (4.7%). This is taking into account that the Service's overall permanent workforce has decreased by 477 employees for FY18. FWS continues to strive in increasing the hiring of both disabled veterans as well as those veterans who have a compensable disability of 30% or more. Our goal for FY2018 was to increase the hiring of 30% more disabled veterans. Based on the decrease in our permanent workforce FWS also fell in our permanent accessions of 30% or more disabled veteran from (14.4%) in FY17 to (12.0%) in FY18. FWS was able to maintain permanent accessions of disabled veteran at 19% in FY18 based on our total accessions outside of DOI.

Separations

There were a total of 288 (12.8%) permanent (non-retirement) 30% or more separations in FY18 as compared to 311 (10.6%) in FY17. This was an increase of (2.2%) of 30% or more compensable veterans.

Promotions

There were 633 promotions in FY18. Veterans with 30 percent or more received (14.3%) of the overall competitive and non-competitive promotions. The service had increased in promotions for 30% of more compensable veterans from (1.8%) in FY17 to (4.2%) in FY18.

12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes Somewhat No

13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

The FWS Workforce Recruiters are the primary recruiting method for seeking out and recruiting disabled veterans. The workforce recruitment team is geographically dispersed throughout the United States and have established a solid working relationship with most known veterans organizations and facilities in the U.S. Individually and collectively, the workforce recruiters have built up an extensive network of 41 military transition centers and 140 Federal and State veteran employment offices that works with the FWS collaboratively. In FY19 and they will expand the use of recruitment sources for disabled veterans to include:

- America Job Centers,
- Centers for Independent Living, and
- Employment Network Service providers.

FWS plans to conduct a National Hiring Initiative for the scientific jobs series 401,482, 485 and 486. These efforts will lead to both competitive and non-competitive positions selection with veterans.

The recruiting teams will continue to focus on recruiting at 20 selected colleges that ranked high on graduating a diverse student population for our biological science/natural resource management positions. Every college identified will be visited by the recruiting team (and/or an employee that is an alumni of the school) to establish a long term relationship with the college and to help build an academic process that will lead to more minority students and disabled veterans being eligible for our programs. The POC for disability and/or veterans programs will be established at each school.

Using the FWS Workforce Planning Vacancy Log, the workforce recruiters will continue to identify current and projected vacancies, and partner with the hiring managers and HR professionals to discuss special hiring authorities with HR and Hiring Managers. (30% Disabled Veterans, VEOA, VRA, PMF, DFP, Pathways, AmeriCorps, Peace Corps, Schedule A, Public Land Corps.) and use veteran networks and a list of points of contacts to identify qualified candidates for a noncompetitive hire. Recruiters will also collaborate and develop targeted recruitment contacts that are appropriate for the series, grade, and area of consideration for vacancies for those positions announced in USAJobs.

14. OPM DVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?

Yes Somewhat No

15. OPM DVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?

Yes Somewhat No

16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

In accordance with the FWS Diversity and Inclusion Implementation Plan, all supervisors and managers are required to establish Individual Development Plans (IDP's) for all their employees, including disabled veterans. The goal is to outline career advancement training, employee development programs and work opportunities for all employees. Positions have been advertised at developmental levels to attract veterans to both our mission critical positions and administrative and clerical positions.

The FWS continues to successfully use DOD's Computer/Electronics Accommodations Program (CAP) and other resources for reasonable accommodations for employees with disabilities, including disabled veterans.

All employee messages are sent to encourage internal applicants to apply for the FWS Stepping-up to Leadership and Advanced Leadership Development Programs. All supervisors and managers are encouraged to have employees participate on details or temporary assignments for developmental growth.

The FWS National Conservation Training Center (NCTC) provides a variety of leadership and career development training courses that the FWS Directorate, managers and supervisors are encouraged to utilize for all of their employees growth and development. The NCTC website provides employees with the ability to register online and NCTC frequently circulates announcements for upcoming training classes.

Ensure all supervisors understand the roles and responsibilities of supervision and are willing to engage in employee development, constructive evaluations, and the retention of quality employees.

FWS will continue to leverage noncompetitive hiring authorities such as Schedule A, Veterans Recruitment Authority, 30% Disabled and the Veterans Employment Opportunity Act (VEOA) to attract 30% veterans to apply for positions.

All employees are encouraged to sign up for FWS mentoring program to seek out guidance and/or advice for career development and/or employee engagement.

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?

Yes Somewhat No

18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?

Yes Somewhat No Not Needed

19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

Quarterly workforce analysis reports will be provided to keep managers and supervisors abreast of disabled veteran's inclusion. Managers and supervisors are required to restructure professional biological science/natural resources management positions at the developmental/entry grade levels to increase the opportunities to appoint disabled veterans.

FWS, Headquarters will continue to use data calls, meetings and conferences to discuss, monitor and track training developed and delivered by Human Resources (HR) Diversity and Civil Rights (OCR) on the Federal Hiring Process to representatives of advocacy groups and organizations that promote the recruitment, selection, advancement, and retention of diverse individuals, including disabled veterans. The training will provide them with general information on competitive hiring procedures, merit promotion hiring procedures, and the use of special appointing authorities and programs for disabled veterans.

The FWS, Headquarters will continue to coordinate and collaborate with Regional Diversity and Civil Rights Managers on effective and efficient ways to educate and encourage all FWS managers and supervisors to utilize the Operation Warfighter Internships and to hire veterans non-competitively when they are eligible for employment.

FWS will continue to promote value and appreciate FWS Veteran employees through annual veteran's recognition events as well as information posted on Inside FWS such as success stories and photos being present on web pages.

20. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>	Not Applicable	<input type="checkbox"/>
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21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)

The FWS communication strategy to region/field offices and the integration with Diversity and Inclusion involves the following:

The Deputy Director communicates frequently with the Regional Directors to discuss recruitment accomplishments and goals. Each Region and Headquarters has a full-time Workforce Recruiter. The EEO Director also will communicate monthly with the Chief of the Office of Diversity and Inclusion (CODI) and workforce recruiters to discuss accomplishments and goals and to address any regional concerns.

Each Region provides quarterly reports to the Office of Diversity and Inclusive Workforce Management (ODIWM). These reports capture all recruitment, partnerships, and outreach activities and accomplishments for the quarter. There is a specific section devoted to report Veterans Accomplishments.

ODIWM has bi-weekly conference calls and periodic video conferencing calls with the entire staff of 40 employees service-wide to share best practices and evaluate progress towards recruitment and outreach goals and objectives for all groups including Veterans and individuals with disabilities. ODIWM has committed to an annual face-to-face meeting to hold training and informational webinars for EEO professionals and recruiters and CODI's. Training includes information on veterans programs and sessions covering recruitment and hiring of disabled veterans.

Recruiters will send all FWS vacancy announcements to the VA Regional Recruiters.

The regional National program managers communicate regularly with their field offices with the use of webinars, video conferencing, field visits, e-mail notifications, Inside FWS, and social media.

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)

Yes Somewhat No

**23. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Rebekah Giddings, Deputy Assistant Director for Budget, Planning and Human Capital
(703) 358-1743 (rebekah_giddings@fws.gov)

Bill Fuller Human Resources Specialist (703) 358-1743 (bill_fuller@fws.gov)
Julia Bumbaca Disability Program Manager (703) 358-2349 (julia_bumbaca@fws.gov) Carolyn McGuire Senior
Advisor (ODIWM) (703) 358-1824 (carolyn_mcguire@fws.gov)

Bryan Lee, Recruiter (612) 713-5277
Sharon Fuller-Barnes, Recruiter (505) 248-6456
Courtney Williams, Recruiter (404) 679-7080
Rachel McCracken Recruiter (303) 236-4589
Terry Whittaker Recruiter (907) 786-3518

Plan Certification

The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

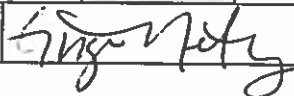
Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered		From	10/01/2018	To	09/30/2019
25. Agency Name	U.S. Fish and Wildlife Service				
26. DVAAP POC's Name	Bill Fuller				
27. Title	Human Resources Specialist				
28. Telephone Number	(704) 358-2367	29. Email	bill_fuller@fws.gov		
30. Date Plan Last Amended	09/30/2017	31. Date Effective			
32. DVAAP Certifying Official's Name	Rebekah Giddings				
33. Title	Deputy Assistant Director for Budget, Planning and Human Capital				
34. Telephone Number	(703) 358-1743	35. Email	rebekah_giddings@fws.gov		
36. DVAAP Certifying Official Signature				37. Date	11/05/2018

Department of the Interior
Fish and Wildlife Service

2018 Federal Employee Viewpoint Survey: Employee Engagement Index

	<i>Your Results</i>	<i>DOI</i>
<i>Employee Engagement Index - Percent Positive</i>	68%	65%
<i>Leaders Lead</i>	50%	49%
<i>Supervisors</i>	79%	75%
<i>Intrinsic Work Experience</i>	74%	73%

	<i>Your Results</i>	<i>DOI</i>
<i>Leaders Lead – Percent Positive</i>	50%	49%
53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	35%	36%
54. My organization's senior leaders maintain high standards of honesty and integrity.	45%	46%
56. Managers communicate the goals of the organization.	63%	58%
60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?	62%	58%
61. I have a high level of respect for my organization's senior leaders.	44%	46%

	<i>Your Results</i>	<i>DOI</i>
<i>Supervisors – Percent Positive</i>	79%	75%
47. Supervisors in my work unit support employee development.	78%	72%
48. My supervisor listens to what I have to say.	82%	79%
49. My supervisor treats me with respect.	85%	83%
51. I have trust and confidence in my supervisor.	73%	70%
52. Overall, how good a job do you feel is being done by your immediate supervisor?	75%	72%

	<i>Your Results</i>	<i>DOI</i>
<i>Intrinsic Work Experience – Percent Positive</i>	74%	73%
3. I feel encouraged to come up with new and better ways of doing things.	68%	64%
4. My work gives me a feeling of personal accomplishment.	77%	75%
6. I know what is expected of me on the job.	80%	78%
11. My talents are used well in the workplace.	63%	62%
12. I know how my work relates to the agency's goals.	82%	84%

Department of the Interior
Fish and Wildlife Service
2018 Federal Employee Viewpoint Survey: Global Satisfaction Index

	<i>Your Results</i>	<i>DOI</i>
<i>Global Satisfaction Index - Percent Positive</i>	68%	64%
69. Considering everything, how satisfied are you with your job?	71%	69%
70. Considering everything, how satisfied are you with your pay?	66%	62%
71. Considering everything, how satisfied are you with your organization?	62%	59%
40. I recommend my organization as a good place to work.	72%	67%

Department of the Interior
Fish and Wildlife Service

2018 Federal Employee Viewpoint Survey: Diversity & Inclusion - The New IQ Index

	<i>Your Results</i>	<i>DOI</i>
Diversity & Inclusion - The New IQ Index - Percent Positive	65%	61%
<i>Fair</i>	53%	50%
<i>Open</i>	64%	59%
<i>Cooperative</i>	60%	55%
<i>Supportive</i>	82%	79%
<i>Empowering</i>	63%	61%

	<i>Your Results</i>	<i>DOI</i>
Fair - Percent Positive	53%	50%
23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	35%	34%
24. In my work unit, differences in performance are recognized in a meaningful way.	40%	39%
25. Awards in my work unit depend on how well employees perform their jobs.	56%	51%
37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	60%	56%
38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	75%	69%

	<i>Your Results</i>	<i>DOI</i>
Open - Percent Positive	64%	59%
32. Creativity and innovation are rewarded.	48%	44%
34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	63%	57%
45. My supervisor is committed to a workforce representative of all segments of society.	75%	71%
55. Supervisors work well with employees of different backgrounds.	70%	66%

Department of the Interior
Fish and Wildlife Service

2018 Federal Employee Viewpoint Survey: Diversity & Inclusion - The New IQ Index

	<i>Your Results</i>	<i>DOI</i>
Cooperative - Percent Positive	60%	55%
58. Managers promote communication among different work units (for example, about projects, goals, needed resources).	57%	53%
59. Managers support collaboration across work units to accomplish work objectives.	63%	58%

	<i>Your Results</i>	<i>DOI</i>
Supportive - Percent Positive	82%	79%
42. My supervisor supports my need to balance work and other life issues.	88%	84%
46. My supervisor provides me with constructive suggestions to improve my job performance.	68%	64%
48. My supervisor listens to what I have to say.	82%	79%
49. My supervisor treats me with respect.	85%	83%
50. In the last six months, my supervisor has talked with me about my performance.	86%	83%

	<i>Your Results</i>	<i>DOI</i>
Empowering - Percent Positive	63%	61%
2. I have enough information to do my job well.	73%	69%
3. I feel encouraged to come up with new and better ways of doing things.	68%	64%
11. My talents are used well in the workplace.	63%	62%
30. Employees have a feeling of personal empowerment with respect to work processes.	49%	48%