Affirmative Action Plan
for the Recruitment, Hiring, Advancement, and
Retention of Persons with Disabilities

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

Section I: Efforts to Reach Regulatory Goals

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

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

        a. Cluster GS-1 to GS-10 (PWD)   Answer   Yes

        b. Cluster GS-11 to SES (PWD)   Answer   Yes

> The percentage of PWD in FY 2020 for the GS-1 to GS-10 cluster is 8.9%. The percentage has decreased by 1.6% from FY 2019. The percentage of PWD in FY 2020 for the GS-11 to SES cluster is 8.5%. The percentage has increased by 0.5% from FY 2019.

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

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

        a. Cluster GS-1 to GS-10 (PWTD)   Answer   No

        b. Cluster GS-11 to SES (PWTD)   Answer   Yes

> The percentage of PWTD in FY 2020 for the GS-1 to GS-10 cluster is 2.4%. The percentage has decreased by 0.9% from FY 2019. The percentage of PWTD in FY 2020 for the GS-11 to SES cluster is 1.8%. The percentage has increased by 0.2% from FY 2019.

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10	1742	276	15.84	70	4.02
Grades GS-11 to SES	5216	463	8.88	94	1.80

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

> The FWS Deputy Director identified specific priorities and action items for the Directorate regarding their responsibilities for recruitment and hiring of PWD and PWTD under the FWS Diversity and Inclusion Implementation Plan (DIIP). The Directorate and hiring managers agency-wide received monthly progress reports on the changes in workforce participation rates. The FWS currently has an annual goal of hiring 27 PWD and/or PWTD (three per region). In FY 2020, the FWS continued to exceed this goal by hiring 99 PWD, including 28 PWTD, from outside the organization.

Section II: Model Disability Program

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

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

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

    Answer   Yes

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

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	0	36	0	Human Resources Specialists Office for Human Resources
Answering questions from the public about hiring authorities that take disability into account	1	36	0	Bill Fuller, Accountability Officer/Human Resources Specialist
Processing reasonable accommodation requests from applicants and employees	0	9	0	Christine_Warmerdam@fw
Section 508 Compliance	1	0	20	Keon Sheffield, National Section 508 Coordinator
Architectural Barriers Act Compliance	7	0	0	Bobbea Cadena Public Civil Rights Manager Bobbea_Cadena@fws.gov
Special Emphasis Program for PWD and PWTD	0	5	0	Hector Zarate Diversity Program Manager Hector_Zarate@fws.gov

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

    Answer   Yes

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

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer   Yes

Section III: Program Deficiencies In The Disability Program

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

The national recruitment team works to increase: • Contacts at the Department of Aging and Rehabilitative Services, Non-Paid Work Experience Program, to provide experience and potential job opportunities to 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 400 military/veterans, women, minority and disability affinity organizations at institutions of higher education, America Job Centers, state vocational rehabilitation agencies, Centers for Independent Living, and Employment Network Service Providers. • Contacts through the Workforce Recruitment Program (WRP) annual online recruitment list to identify and contact students and graduates with targeted disabilities about potential opportunities for positions before they are advertised.

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

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

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

(1) The FWS HR specialists determine if applicants are eligible for appointment under SHAs in 5 CFR §213.31.02(u). The 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 could 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 forward those applicants to the hiring officials and meet with them to provide guidance on the hiring authorities.

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

Answer   Yes

The FWS developed a hiring manager toolkit including a hiring authorities' at-a-glance guide, as well as other education material on the hiring process and hiring pathways. The FWS Deputies took steps to increase use of SHAs, including Schedule A, for all permanent, entry-level professional 400 series jobs (GS 5/7/9). Training was conducted both quarterly and annually for hiring managers at the National Conservation Training Center as part of the Advanced Supervision Course, the Refuge Academy, and the Fisheries Academy. All managers and hiring officials receive direct guidance and training from Human Resources and workforce recruiters on the use of SHAs to directly appoint PWD and PWTD.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

The FWS recruited at career fairs and institutions of higher education to identify qualified PWD and PWTD for employment. The FWS maintains a database of more than 400 U.S. military installations, Veterans Employment Service offices, state job offices, and veterans' assistance centers nationwide. The FWS maintains 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.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

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

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

New Hires	Total	Reportable Disability		Targeted Disability	
		Permanent Workforce	Temporary Workforce	Permanent Workforce	Temporary Workforce
	(#)	(%)	(%)	(%)	(%)
% of Total Applicants	12429	1.68	0.75	0.92	0.47
% of Qualified Applicants	9768	1.54	0.67	0.74	0.41

% of New Hires	555	3.06	3.78	0.54	1.08

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

     a. New Hires for MCO (PWD)   Answer   No

     b. New Hires for MCO (PWTD)   Answer   No

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability		Targetable Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numerical Goal	--	12%		2%	
0401GENERAL NATURAL RESOURCES MANAGEMENT & BIOLOGICAL SCIENCE	0	0.00	0.00	0.00	0.00
0404BIOLOGICAL SCIENCE TECHNICIAN	0	0.00	0.00	0.00	0.00
0480FISH & WILDLIFE ADMINISTRATION	0	0.00	0.00	0.00	0.00
0482FISH BIOLOGY	0	0.00	0.00	0.00	0.00
0485WILDLIFE REFUGE MANAGEMENT	0	0.00	0.00	0.00	0.00
0486WILDLIFE BIOLOGY	0	0.00	0.00	0.00	0.00
1801LAND MANAGEMENT LAW ENFORCEMENT	0	0.00	0.00	0.00	0.00
1811CRIMINAL INVESTIGATION	0	0.00	0.00	0.00	0.00

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

     a. Qualified Applicants for MCO (PWD)   Answer   No

     b. Qualified Applicants for MCO (PWTD)   Answer   No

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission- critical occupations (MCO)? If "yes", please describe the triggers below. Select "n/a" if the

applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Promotions for MCO (PWD)　　　　　　　　　　　　Answer　No

b. Promotions for MCO (PWTD)　　　　　　　　　　　Answer　No

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

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

A. ADVANCEMENT PROGRAM PLAN

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

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

B. CAREER DEVELOPMENT OPPORTUNITES

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

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

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

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Coaching Programs						
Mentoring Programs						
Fellowship Programs						

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

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

     a. Applicants (PWD)   Answer   No

     b. Selections (PWD)   Answer   No

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

     a. Applicants (PWTD)   Answer   No

     b. Selections (PWTD)   Answer   No

See above table.

C. AWARDS

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

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

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

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	543	7.09	7.15	6.90	7.14
Time-Off Awards 1 - 10 Hours: Total Hours	4362	57.58	57.80	57.47	57.61
Time-Off Awards 1 - 10 Hours: Average Hours	8.03	0.99	0.13	4.79	-0.03
Time-Off Awards 11 - 20 hours: Awards Given	639	10.39	8.12	9.20	10.71
Time-Off Awards 11 - 20 Hours: Total Hours	11119	186.43	140.72	162.07	193.01
Time-Off Awards 11 - 20 Hours: Average Hours	17.4	2.19	0.27	10.13	0.05

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 21 - 30 hours: Awards Given	495	8.44	6.37	8.62	8.39
Time-Off Awards 21 - 30 Hours: Total Hours	12833	217.36	165.70	217.82	217.24
Time-Off Awards 21 - 30 Hours: Average Hours	25.93	3.15	0.41	14.52	0.08
Time-Off Awards 31 - 40 hours: Awards Given	1363	16.14	18.35	18.39	15.53
Time-Off Awards 31 - 40 Hours: Total Hours	50936	610.76	683.36	707.47	584.63
Time-Off Awards 31 - 40 Hours: Average Hours	37.37	4.63	0.58	22.11	-0.10
Time-Off Awards 41 or more Hours: Awards Given	2	0.00	0.03	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours	105	0.00	1.64	0.00	0.00
Time-Off Awards 41 or more Hours: Average Hours	52.5	0.00	0.82	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: $501 - $999: Awards Given	1243	15.65	16.55	15.52	15.68
Cash Awards: $501 - $999: Total Amount	933293	11783.37	12439.80	11790.23	11781.52
Cash Awards: $501 - $999: Average Amount	750.84	92.06	11.74	436.67	-1.05
Cash Awards: $1000 - $1999: Awards Given	3251	39.98	43.33	35.63	41.15
Cash Awards: $1000 - $1999: Total Amount	4346737	53702.69	57875.28	47217.82	55454.81
Cash Awards: $1000 - $1999: Average Amount	1337.05	164.23	20.86	761.58	2.83
Cash Awards: $2000 - $2999: Awards Given	1457	13.69	20.22	14.37	13.51
Cash Awards: $2000 - $2999: Total Amount	3365457	31821.27	46629.12	33074.71	31482.61
Cash Awards: $2000 - $2999: Average Amount	2309.85	284.12	36.01	1322.99	3.43
Cash Awards: $3000 - $3999: Awards Given	477	4.89	6.64	5.17	4.81
Cash Awards: $3000 - $3999: Total Amount	1567846	16367.73	21754.74	16783.33	16255.43
Cash Awards: $3000 - $3999: Average Amount	3286.89	409.19	51.19	1864.82	15.90
Cash Awards: $4000 - $4999: Awards Given	163	1.47	2.25	1.15	1.55
Cash Awards: $4000 - $4999: Total Amount	718894	6555.62	9914.00	5304.02	6893.79
Cash Awards: $4000 - $4999: Average Amount	4410.39	546.30	68.85	2652.01	-22.63
Cash Awards: $5000 or more: Awards Given	213	2.44	2.92	1.72	2.64
Cash Awards: $5000 or more: Total Amount	1775240	21735.33	24301.45	11810.34	24416.93
Cash Awards: $5000 or more: Average Amount	8334.46	1086.77	129.95	3936.78	316.73

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

      a. Pay Increases (PWD)   Answer   No

      b. Pay Increases (PWTD)   Answer   No

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	18	0.12	0.27	0.00	0.16

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

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

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

D. PROMOTIONS

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

      a. SES

            i. Qualified Internal Applicants (PWD)   Answer   No

            ii. Internal Selections (PWD)   Answer   No

      b. Grade GS-15

            i. Qualified Internal Applicants (PWD)   Answer   No

            ii. Internal Selections (PWD)   Answer   No

      c. Grade GS-14

            i. Qualified Internal Applicants (PWD)   Answer   No

            ii. Internal Selections (PWD)   Answer   No

      d. Grade GS-13

            i. Qualified Internal Applicants (PWD)   Answer   No

            ii. Internal Selections (PWD)   Answer   No

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If

"yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

      a. SES

          i. Qualified Internal Applicants (PWTD)   Answer   No

          ii. Internal Selections (PWTD)   Answer   No

      b. Grade GS-15

          i. Qualified Internal Applicants (PWTD)   Answer   No

          ii. Internal Selections (PWTD)   Answer   No

      c. Grade GS-14

          i. Qualified Internal Applicants (PWTD)   Answer   No

          ii. Internal Selections (PWTD)   Answer   No

      d. Grade GS-13

          i. Qualified Internal Applicants (PWTD)   Answer   No

          ii. Internal Selections (PWTD)   Answer   No

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

      a. New Hires to SES (PWD)   Answer   No

      b. New Hires to GS-15 (PWD)   Answer   No

      c. New Hires to GS-14 (PWD)   Answer   No

      d. New Hires to GS-13 (PWD)   Answer   No

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

      a. New Hires to SES (PWTD)   Answer   No

      b. New Hires to GS-15 (PWTD)   Answer   No

      c. New Hires to GS-14 (PWTD)   Answer   No

      d. New Hires to GS-13 (PWTD)   Answer   No

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5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory

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

    a. Executives

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

    b. Managers

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

    c. Supervisors

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

N/A

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

    a. Executives

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    b. Managers

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    c. Supervisors

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

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

        a. New Hires for Executives (PWD)   Answer   No

        b. New Hires for Managers (PWD)   Answer   No

        c. New Hires for Supervisors (PWD)   Answer   No

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

      a. New Hires for Executives (PWTD)   Answer   No

      b. New Hires for Managers (PWTD)   Answer   No

      c. New Hires for Supervisors (PWTD)   Answer   No

Section VI: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

                                                      Answer   Yes

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

      a.Voluntary Separations (PWD)   Answer   Yes

      b.Involuntary Separations (PWD)   Answer   Yes

Voluntary separations were higher than expected: 7.9% of PWD on board at the start of FY 2020 voluntarily separated compared to 6.1% of individuals without documented disabilities. Six of the 24 (25%) employees who involuntarily separated from the permanent workforce during FY2020 had reportable disabilities, while only 10.6% of the permanent workforce had reportable disabilities.

Seperations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	24	0.67	0.24
Permanent Workforce: Resignation	75	1.23	0.84
Permanent Workforce: Retirement	256	3.24	2.99
Permanent Workforce: Other Separations	143	2.46	1.59
Permanent Workforce: Total Separations	498	7.61	5.66

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

      a.Voluntary Separations (PWTD)   Answer   No

      b.Involuntary Separations (PWTD)   Answer   No

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	24	1.03	0.27
Permanent Workforce: Resignation	75	1.55	0.87
Permanent Workforce: Retirement	256	2.58	3.03
Permanent Workforce: Other Separations	143	3.61	1.64
Permanent Workforce: Total Separations	498	8.76	5.80

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.

The FWS Barrier Analysis Team (BAT) analyzed results from the FEVS and an internal climate survey where PWD responded less favorably overall, and particularly on issues of not feeling welcomed or treated with respect. Exit survey data trends from 2017-2020 indicated that a lack of promotion potential was a primary reason that individuals who self-identified with a disability left the FWS. This was applicable across all types of positions. Additionally, 30% of exit survey respondents who identified as a PWD said additional work accommodations, such as telework or remote work, would have prevented them from leaving.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

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

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

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

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

The Public Civil Rights (PCR) team worked with two major programs, the National Wildlife Refuge System and Fisheries and Aquatic Conservation, to establish a collaborative approach to conduct federal civil rights compliance reviews. Briefings to senior management officials and facility management coordinators provided guidance on how to properly conduct a civil rights compliance review. The collaborative approach focuses on a five-year plan designed to complete the evaluation of all FWS-owned facilities. The PCR team conducted and completed 11 federally assisted program civil rights compliance reviews that included a review of American Samoa and the Hawaiian Islands. The team worked with state grant recipients to complete 100% of the scheduled reviews while maneuvering through the challenges and travel restrictions of COVID-19. The PCR team created a comprehensive contact list of state directors and ADA coordinators that allowed the team to build, maintain, and strengthen relationships with our state partners. This initiative has led to effective communication and a collaborative working partnership among state, territory, and commonwealth recipients that has resulted in an 80% decrease in extensions and delays of compliance reviews. The PCR team converted fillable ADA checklists for compatibility on portable equipment, such as iPads and other tablets, in the performance of on-site Title VI compliance reviews. The FWS has centralized the resources for 504 site reviews to more efficiently accomplish them agency-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 time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The FWS abides by the DOI Reasonable Accommodations/Personal Assistance Services Policy that establishes a 15 business day limit to provide a decision memo to a requester (when no medical documents are required) and a 20 business day limit for providing an approved accommodation (unless notification of delayed implementation is issued to extend that period by 10 days). In FY 2020, the average period for approving a request was below the 15 business day limit and the average period for implementing an accommodation was 15-20 days.

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

The FWS is committed to providing reasonable accommodations to our employees and to applicants for employment in order to assure that individuals with disabilities enjoy equal employment opportunity at the FWS, unless to do so would cause undue hardship. The Employee Relations team provides advisory services for employees and managers in the implementation of the reasonable accommodation policy. Each region and program has been assigned a servicing employee relations specialist to ensure prompt response to inquiries. The FWS follows the DOI policies that direct bureaus and offices: (1) Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities; (2) Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodations; and (3) Personnel Bulletin 17-18, Personal Assistance Services Procedures. The Director and Directorate members are responsible for implementing DOI policy and procedures for reasonable accommodations and personal assistance services within their respective regions/programs and for ensuring that sufficient resources are available for providing reasonable accommodations to qualified individuals with disabilities and personal assistance services for individuals with targeted disabilities. The DOI's reasonable accommodations/ personal assistance services policy establishes a 15 business day limit to provide a decision memo to a requester (when no medical documents are required) and a 20 business day limit for providing an approved accommodation (unless notification of delayed implementation is issued to extend that period by 10 days). The following trainings were available this fiscal year: o FWS Panel Discussion National Disability Employment Awareness Month Panel o Panel Discussion: Establishing an Inclusive Environment for People with Disabilities Webinar o Leadership Discussion: Reasonable Accommodation Basics Webinar o Maximizing Recruitment and Internship Partnerships with the National Technical Institute for the Deaf Webinar o Exploring Assistive Technology Solutions for People with Disabilities with the DoD Computer/ Electronic Accommodations Program (CAP) o Provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above

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

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

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

Requests for personal assistance services follow the same process as requests for reasonable accommodations and include timely processing of approved services, conducting training for managers and supervisors, and monitoring requests to identify trends. The FWS is regulated by the DOI Reasonable Accommodations/Personal Assistance Services Policy, which has been sent to the EEOC. The policy is posted on the DOI website and a link to it is provided on the FWS website. The FWS is an active member of the DOI Community of Practice for Reasonable Accommodations/Personal Assistance Services Committee. The FWS fact sheet for personal assistance services procedures has been posted on the FWS website as well as on its intranet site. Additionally, the Director's office sent an all-employee message to remind managers of the mandatory training requirement, including reasonable accommodations/ personal assistance services.

Section VII: 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 governmentwide average?

   Answer   No

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

   Answer   No

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

N/A

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

   Answer   No

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

   Answer   No

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

N/A

Section VIII: 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?

<div align="center">Answer   Yes</div>

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

<div align="center">Answer   Yes</div>

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

Source of the Trigger:	Workforce Data (if so identify the table)
Specific Workforce Data Table:	Workforce Data Table - B1
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Inclusion Rate in the GS-1 to GS-10 and the GS-11 to SES Cluster [Source: Table B1] • The percentage of PWD in the GS-1 to GS-10 cluster is 8.9%, which falls below the goal of 12%. • The percentage of PWD in the GS-11 to SES cluster is 8.5%, which falls below the goal of 12%. • The percentage of PWTD in the GS-11 to SES cluster is 1.8%, which falls below the goal of 2%. Voluntary and Involuntary Separations [Source: Table B14] • Voluntary separations were higher than expected: 7.9% of PWD onboard at the start of FY 2020 voluntarily separated compared to 6.1% of individuals without documented disabilities. • Six of the 24 (25%) employees who involuntarily separated from the permanent workforce during FY2020 had reportable disabilities, while only 10.6% of the permanent workforce had reportable disabilities. Career Development applicants and selections based on FY 2019 data for SUTL and ALDP [Source: Part J Career Development Data Analysis] • 4.7% of ALDP applicants were PWD compared to the eligible pool of 7.1%. • 0% of ALDP selectees were PWD compared to the applicant benchmark of 4.7%. • 0% of ALDP selectees were PTWD compared to the applicant benchmark of 2.3%. • 7.1% of SUTL applicants were PWD compared to the eligible pool of 9.3%. • 1.3% of SUTL applicants were PWTD compared to the eligible pool of 1.7%. • 0% of SUTL selectees were PWTD compared to the applicant benchmark of 1.3%.

STATEMENT OF BARRIER GROUPS:	*Barrier Group*
	People with Disabilities
	People with Targeted Disabilities

Barrier Analysis Process Completed?:	Y
Barrier(s) Identified?:	Y

STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	**Barrier Name**	**Description of Policy, Procedure, or Practice**
	Leadership training courses	Employees perceive two FWS leadership training courses, the Advanced Leadership Development Program (ALDP) and Stepping Up to Leadership (SUTL), as not having a fair and transparent selection process.

Objective(s) and Dates for EEO Plan					
Date Initiated	**Target Date**	**Sufficient Funding / Staffing?**	**Date Modified**	**Date Completed**	**Objective Description**
10/01/2019	09/30/2020	Yes		09/30/2020	Increase communication on reasonable accommodation processes and resources available.
10/01/2019	09/30/2020	Yes		09/30/2020	Complete action items under DIIP Objective 1: "Engage Employees to Achieve a Diverse and Inclusive Workforce".
10/01/2019	09/30/2020	Yes		09/30/2020	Increase communication on Schedule A hiring authority and resources available.
10/01/2019	09/30/2020	Yes		09/30/2020	Complete action items under DIIP Objective 3: "Recruit and Hire a Diverse and Inclusive Workforce".
10/01/2019	09/30/2020	Yes		09/30/2020	Complete action items under DIIP Objective 2: "Analyze and Remove the Barriers to a Diverse and Inclusive Workforce".

Objective(s) and Dates for EEO Plan					
Date Initiated	**Target Date**	**Sufficient Funding / Staffing?**	**Date Modified**	**Date Completed**	**Objective Description**
12/31/2020	12/31/2021	Yes			Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021.

Responsible Official(s)		
Title	**Name**	**Standards Address The Plan?**
Assistant Director, NCTC	Steve Chase	Yes
Principal Deputy Director, Exercising the Delegated Authority of the Director	Martha Williams	Yes
EEO Director (Acting)	Gina Huck	Yes
Diversity Program Manager	Gina Huck	Yes
Deputy Director for Operations	Bryan Arroyo	Yes
Executive Diversity Committee Chair	Paul Rauch	Yes

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

Planned Activities Toward Completion of Objective				
Target Date	**Planned Activities**	**Sufficient Staffing & Funding?**	**Modified Date**	**Completion Date**
04/30/2020	6. The FY 2019 BAT will brief the EDC on their findings and recommendations, including the status of previous recommendations, areas for continued focus, and additional actions where warranted.	Yes		05/07/2020
04/30/2020	7. The BAT will brief the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization.	Yes		05/07/2020
04/30/2020	8. The BAT will brief the ODIWM and Management & Administration (MA) on recommendations to improve the exit survey tool as well as recommendations to increase participation in the survey.	Yes		05/07/2020
04/30/2020	9. The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of the U.S. population.	Yes		05/05/2020
05/31/2020	10. The FWS will release a FY2020 Diversity and Inclusion Climate Survey which will supplement the FEVS and other service-wide surveys. Specific questions will be asked about employee perceptions for D&I goals and initiatives, relationships with peers, and additional relevant topics. Survey results will be used to help inform decisions related to D&I initiatives and enable management to implement data-driven programs.	Yes		03/25/2020
08/31/2020	11. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		08/31/2020
09/30/2020	12. The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		09/30/2020
05/30/2020	13. Increase communication on Schedule A hiring authority to managers and employees.	Yes		04/01/2020
09/30/2020	12. The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		08/17/2020
12/31/2021	Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021.	Yes		

Report of Accomplishments	
Fiscal Year	**Accomplishment**
2020	1. The FWS assessed recruitment and outreach related activities agency-wide. The Deputy Director for Operations convened all responsible parties in the DIIP and directed the alignment of activities with FWS workforce planning goals in an effort to prevent duplication of efforts. Since then, over 200 vacancies were advertised through a coordinated batch-hiring process led by the Deputies Group. Many of these vacancies have been for developmental professional biology positions. 2. The FWS developed messages to support consistent and meaningful D&I communication by leadership. National D&I messages were developed, distributed through a communication plan template, and regions and programs were held accountable for submitting a completed template that addressed the objectives of the plan, as well as for reporting quarterly on their activities. In FY 2020, the EDC oversaw the development and implementation of a national diversity and inclusion communication requirement that held regions and programs accountable for achieving the following objectives: • Create a shared vision for what it means to have a diverse and inclusive organization and provide a clear directive on how we are going to get there; • Distinguish this new unified, singularly-focused approach from previous disjointed efforts; • Establish a sense of urgency around meeting employee expectations for a workplace free of harassment, where different perspectives are valued and all employees are treated with dignity and respect; and • Create two-way communication channels to manage and address concerns and challenges. 3. The FWS established a process for HR officials to coordinate and provide timely information to the National Recruitment Program Manager on job opportunities. The National Recruitment Program Manager has been regularly getting updates on the national announcements for permanent and seasonal vacancies, and is on the distribution lists when those messages go out. 4. The FWS developed a hiring manager toolkit including a hiring authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of SHAs for all permanent, entry-level professional 400 series jobs (GS 5/7/9). FWS Deputies developed "business rules" or processes for hiring entry-level 401, 482, 485, and 486 positions, including the establishment of interview panels. A memo was developed explaining the requirement to use panels along with best practices and helpful resources. 5. Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard. 6. The FY 2019 BAT briefed the EDC on May 14, 2020 and produced a final report on barriers and recommended actions to remove them. The FY 2019 BAT also produced a 20-minute webinar on their results which is now available to all employees on the ODIWM intranet site. 7. The BAT briefed the EDC on a strategy (inclusive of action items, timeline, and road map) to achieve integration of Employee Resource Groups in the human capital management strategy of the organization. A national lead for the Employee Resource Group (ERG) strategy was identified. 8. The BAT briefed the ODIWM and Management and Administration programs on recommendations to improve the exit survey tool. In addition, DOI implemented an all-employee exit survey for separating employees. This survey will streamline exit survey reporting. Additionally, the FWS is also utilizing the previous exit survey to ensure data continuity and benchmarking. Participation rose by 17% after the survey link was posted online and included in the exiting employee packet. 9. The FWS established a National Recruitment Team. The team is charged with a clear mandate to support the recruitment of individuals that are representative of the population of America. All regions/programs responded to memo from the Director's office by nominating a member. It is now the responsibility of the National Targeted Recruitment Team to brief the Directorate on recommended recruitment actions. 10. The FWS released a Diversity and Inclusion Climate Survey in FY 2020 as part of its barrier analysis effort.

Report of Accomplishments	
Fiscal Year	**Accomplishment**
	The survey was issued to all employees and addressed questions related to perceptions of diversity initiatives, feelings of inclusivity, welcoming environment, fairness in the EEO and grievances processes, and supervisor and team relationships. Approximately 27% of the workforce participated in the survey, which provided valuable insight for the barrier analysis process. Each region and program within FWS received a personalized briefing of their results and leadership held town hall meetings to discuss the findings with their employees. 11. DIWM regularly briefs the Director and the Deputy Director for Operations on recruitment and hiring figures. In addition, ODIWM sends a monthly recruitment report to Directorate members. 12. Directorate and Deputies reported their individual progress on DIIP action items, including communication action items, to the EDC and the Deputy Director for Operations on: March 15, June 15, and September 15 via an online dashboard. The Deputy Director for Operations followed up on delayed action items individually with responsible parties as needed. 13. The FWS increase communication on SHAs, including Schedule A, to managers and employees. The FWS developed a hiring manager toolkit including a Hiring Authorities at-a-glance document, as well as other education material on the hiring process and hiring pathways. FWS Deputies took steps to increase use of SHAs, including Schedule A, for all permanent, entry-level professional 400 series jobs (GS 5/7/9). 14. The BAT conducted an interview with an NCTC official with knowledge of the SUTL and the ALDP selection processes. The interview questions were based on the EEOC's "Questions to Guide the Barrier Analysis Process". The interview did not result in leads for further investigation. However, based on employee focus groups, action items to address perceptions of ALDP and SUTL that may be barriers were included in Part I and Part J of this report. In addition to the activities outlined above, the following trainings were available this fiscal year: o FWS Panel Discussion National Disability Employment Awareness Month Panel o Panel Discussion: Establishing an Inclusive Environment for People with Disabilities Webinar o Leadership Discussion: Reasonable Accommodation Basics Webinar o Maximizing Recruitment and Internship Partnerships with the National Technical Institute for the Deaf Webinar o Exploring Assistive Technology Solutions for People with Disabilities with the DoD Computer/ Electronic Accommodations Program (CAP) o Provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above

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

> In FY 2020, the majority of items outlined in the prior MD-715 were completed either ahead of time or within a few business days of the target completion date. The barrier analysis briefing was delayed by about a week to facilitate calendar coordination and ensure maximum leadership participation. The DIIP accountability dashboard was rolled out by the target date and leaders were provided a period to input information on their progress towards completing activities which is reflected in the completion date.

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

> The framework of the DIIP allowed FWS Leadership to engage in an orderly process of barrier analysis and removal with a focus on coordinated action and accountability. As part of this new approach, the FWS now has a shared vision at the leadership level for what it means to have a diverse and inclusive organization and a clear directive on how to get there. The FWS has a unified, singularly focused approach, which is a departure from previous disjointed efforts. The FWS was successful in establishing a sense of urgency around meeting employee expectations. These employee expectations were communicated to leadership at various

points throughout the fiscal year by utilizing the work of the Barrier Analysis Team, the diversity climate survey, and focus group results. This was part of a broader effort focused on listening creating two-way communication channels to manage and address concerns and challenges.

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.

The planned activities corrected some procedural deficiencies in hiring, recruitment, onboarding, and development, but robust cultural change and barrier removal will take place over multiple years under the framework of the DIIP. In FY 2020, the work of the Barrier Analysis Team resulted in the identification of more specific barriers, which will be addressed with the action items outlined in this fiscal year's plan. In FY 2020, FWS Leadership focused on action and accountability in its roll out the FY 2020-FY 2024 DIIP. Under the plan, FWS annually commits to a consistent set of expectations across the organization for messaging, coordinated action, adaptive management, and accountability. FWS leadership will continue to listen to employee feedback through surveys, exit interviews, and focus groups in order to refine its annual action plan.