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 No

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

The percentage of PWD in FY 2019 for the GS-11 to SES cluster is 8.3%. The percentage has decreased by 0.1% from FY 2018.

*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 2019 for the GS-11 to SES cluster is 1.6%. The percentage has decreased by 0.1% from FY 2018.

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10					
Grades GS-11 to SES					

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

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

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	
Architectural Barriers Act Compliance	8	0	0	Julia Bumbaca Office of Diversity and Inclusive Workforce Management Julia_Bumbaca@fws.gov
Processing applications from PWD and PWTD	0	24	0	Human Resources Specialists, Office for Human Resources
Answering questions from the public about hiring authorities that take disability into account	1	24	0	Bill Fuller, Accountability Officer/Human Resources Bill_Fuller@fws.gov
Special Emphasis Program for PWD and PWTD	1	7	0	Julia Bumbaca Office of Diversity and Inclusive Workforce Management Julia_Bumbaca@fws.gov
Section 508 Compliance	1	0	8	Keon Sheffield, National Section 508 Keon_sheffield@fws.gov
Processing reasonable accommodation requests from applicants and employees	1	7	0	benjamin_livingston@fws.g

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

• Provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above. • Developed online training that reached a total of 4,225 employees. Training topics included presentations on Reasonable Accommodations, Prevention of Harassment, the EEO Complaint Process, and Service Animals and the ADA Each presentation included a link to a quiz where employee participation and responses were tracked. • Conducted 52 EEO/Diversity instructor-led training sessions for 1,969 participants and coordinated Civil Treatment for Leaders training for more than 100 supervisors. Additional training was provided through webinars and teleconferencing. Training topics include The Importance of Diversity and Inclusion, Diversity Management, Special Hiring Authorities, 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, Unconscious Bias and Barrier Analysis. • Disability Program Manager partnered with the Office of Human Resources to standardize operating procedures for reasonable accommodations.

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 FWS National Targeted Recruitment Team continues to assist in increasing the current network of contacts and relationships with organizations that serve PWD/PWTD. The 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 IHE’s, America Job Centers, State Vocational Rehabilitation Agencies, Centers for Independent Living, and Employment Network Service Providers • Contacts through 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 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. The 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 30% or more disabled veterans. Vacancy announcements included statements indicating that the FWS encourages and will accept applications from veterans with compensable disabilities of 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 special hiring authorities 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 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.

Answer Yes

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 at the National Conservation Training Center for the Advanced Supervision Course, the Refuge Academy, the Fisheries Academy, and the Advanced Leadership Development Program. All 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) 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	0				
% of Qualified	0				

Applicants					
% of New Hires	0				

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%	

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

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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.

• Managers and supervisors are required to adhere to the 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. 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 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 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. Participants in these programs are selected by a merit selection process. In addition, the FWS provides opportunities for employees to participate in various mentoring and training programs. The 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.

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

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Coaching Programs						
Mentoring Programs						
Fellowship Programs						
Internship Programs						
Training Programs	43	20	4.7%	0.0%	2.3%	0.0%
Detail Programs						
Other Career Development Programs	156	48	7.1%	8.3%	1.3%	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. 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 Yes

b. Selections (PWD) Answer Yes

The table above displays information for two career development programs. 1. Applicant and Selectee numbers for the Advanced Leadership Development Program (ALDP) are under "Training Programs". 2. Applicant and Selectee numbers for the Stepping Up to Leadership Program (SUTL) are under "Other Career Development Programs".

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 Yes

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 %

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %

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 %
Performance Based Pay Increase	0	0.00	0.00	0.00	0.00

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

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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

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

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

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

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

N/A

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

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

c. Supervisors

i. Qualified Internal Applicants (PWTD) Answer No

ii. Internal Selections (PWTD) Answer No

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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

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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 No

The FWS prepared a quarterly analysis of eligible employees ready for conversion and coordinates with the Human Resources Specialist to remind the supervisor. The FWS had one eligible Schedule A employee with a disability in the competitive service during FY 2019 that was awaiting conversion after the two years of satisfactory service. The conversion is currently in process with the Office of Human Resources.

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 No

to 7.4% of individuals without documented disabilities.
Voluntary separations were higher than expected – 11.2% of PWD onboard at the start of FY 2019 voluntarily separated compared

Seperations	Total #	Reportable Disabilities %	Without Reportable Disabilities %

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

a.Voluntary Separations (PWTD) Answer Yes

b.Involuntary Separations (PWTD) Answer No

Voluntary separations were higher than expected – 12.5% of PWTD onboard at the start of FY 2019 voluntarily separated compared to 7.4% of individuals without documented disabilities.

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %

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 Barrier Analysis Team analyzed exit survey responses submitted from October 2018 to July 2019. Out of 135 respondents, 25 (18%) identify as having a disability and two (1.4%) identify as having a targeted disability. Of the 25, four (16%) note that they experienced discrimination based on a disability, combined with other discrimination based on age, race, reprisal, or non-merit factors.

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.

Section 508: In 1998, Congress amended the Rehabilitation Act of 1973 to require Federal agencies to make their electronic and information technology (EIT) accessible to people with disabilities. The law (29 U.S.C. § 794 (d)) applies to all Federal agencies when they develop, procure, maintain, or use electronic and information technology. Under Section 508, agencies must give disabled employees and members of the public access to information that is comparable to access available to others. The United States Access Board discusses its responsibility for developing accessibility standards for EIT to incorporate into regulations that govern Federal procurement practices. The Department of the Interior (DOI) is committed to making its electronic and information technologies accessible to individuals with disabilities by meeting or exceeding the requirements of Section 508 of the Rehabilitation Act of 1973, as amended. 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. Link to DOI's Section 508 policies and guidelines: https://www.doi.gov/ocio/section508 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.

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/pmb/eeo/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.

Accessibility data and reports are collected from the Refuges Program. The FWS is continuing to develop a new accessibility module in the Service Asset Management Inventory (SAMI) system. This module will make all accessibility information available to facility managers FWS-wide. Accessibility information has also been included in the SAMI Handbook. The FWS has centralized the resources of 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 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 FWS is committed to providing reasonable accommodations (RA) to our employees and reasonable accommodations to applicants for employment in order to assure that individuals with disabilities enjoy equal employment opportunity at the WS, unless to do so would cause undue hardship. The 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. OCR provided a supplemental Compliance Report to the OFO in January 2019, updating the Department's reasonable accommodation policy and procedures to ensure that it complied 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. 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 2019, all managers and supervisors were required to complete one hour of RA/PAS training. The 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.

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.

The FWS is regulated by the Department of the Interior's (DOI) Reasonable Accommodations/Personal Assistance Services Policy, which has been sent to the EEOC. The policy is posted on the DOI website and linked to the FWS website. The FWS is an active member of the DOI Community of Practice for Reasonable Accommodations/Personal Assistance Services Committee. Requests for PAS will follow the same process as requests for Reasonable Accommodations and will include timely processing of approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends. The FWS Fact sheet for PAS procedures has been posted on the public FWS website as well as on its internal employee website. Additionally, the Director's office sent an all-employee message to distribute the PAS Fact Sheet and to remind managers of the one-hour mandatory Reasonable Accommodations/Personal Assistance Services training requirement. The FWS funded the deployment of training for all employees that included webcasts conducted by EEOC and online training. The Disability Program Manager responded to PAS questions from supervisors and employees throughout FY 2019. PAS requests were also tracked and monitored for FY 2019.

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?

   Answer Yes

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

   Answer Yes

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

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-11 to SES Cluster • The percentage of PWD in the GS-11 to SES cluster is 8.3%, which falls below the goal of 12%. • The percentage of PWTD in the GS-11 to SES cluster is 1.6%, which falls below the goal of 2%.
STATEMENT OF BARRIER GROUPS:	***Barrier Group*** People with Disabilities People with Targeted Disabilities
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
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.	A history of inconsistent and disconnected communications strategy on FWS D&I plan and core values is inhibiting FWS-wide understanding and buy-in
Objective	Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020

Responsible Officials	Inez Uhl EEO Director Ronald Niemann EEO Complaints Manager Bill Fuller Accountability Officer Hector Zarate EEO Specialist Bryan Arroyo Deputy Director Gina Huck Diversity Program Manager Paul Rauch Executive Diversity Committee Chair Kary Allen Recruitment Program Manager

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2019	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		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
12/31/2019	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	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		
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
04/30/2020	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		
04/30/2020	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		
10/31/2019	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
04/30/2020	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		
02/29/2020	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		
05/31/2020	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		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
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		09/30/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
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
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019

Fiscal Year	Accomplishments
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: In FY 2019, the FWS distributed information on how to join ERGs as part of monthly special emphasis programs. In addition, in FY 2019, the Barrier Analysis Team (BAT) briefed the EDC on its recommendation to utilize ERGs in a more robust and strategic way. The EDC directed the BAT to create a strategy to outline ho ERGs can be implemented across the FWS.
2019	Present workplace culture and accountability communication strategy to the FWS Directorate. In FY 2019, the BAT briefed leadership on the identification of a barrier in the area of communications. The BAT described a history of inconsistent and disconnected communications on the diversity and inclusion strategy and core values that is inhibiting organizational understanding and buy-in. The FWS Principal Deputy Director, the FWS Deputy Director, and the EDC outlined their plan to remove this barrier in the first objective of the new DIIP which addresses communications and engagement. The goal is to engage employees with a consistent and meaningful message that prioritizes inclusion, acknowledges the lack of progress to date, and outlines future actions. Directorate members are now required to prepare an annual DIIP step-down communications strategy outlining specific communications actions they have taken to reinvigorate the D&I message.
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director, met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
2019	Conduct an after-action review of the January 2019 National Hiring Initiative: A second round of centralized national hiring was postponed until FY 2020, when it will be implemented as part of the new DIIP.

BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
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.	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

Objective	Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020
Responsible Officials	Inez Uhl EEO Director Ronald Niemann EEO Complaints Manager Bill Fuller Accountability Officer Hector Zarate EEO Specialist Bryan Arroyo Deputy Director Gina Huck Diversity Program Manager Paul Rauch Executive Diversity Committee Chair Kary Allen Recruitment Program Manager

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
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09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
12/31/2019	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		
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04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
04/30/2020	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		
04/30/2020	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		
10/31/2019	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
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02/29/2020	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		
05/31/2020	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		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
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		09/30/2019

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06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019

Fiscal Year	Accomplishments
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: In FY 2019, the FWS distributed information on how to join ERGs as part of monthly special emphasis programs. In addition, in FY 2019, the Barrier Analysis Team (BAT) briefed the EDC on its recommendation to utilize ERGs in a more robust and strategic way. The EDC directed the BAT to create a strategy to outline ho ERGs can be implemented across the FWS.
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BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
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.	Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS

Objective	Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020
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06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019

Fiscal Year	Accomplishments
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BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
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.	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	Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated**: Oct 1, 2019 **Target Date For Completion Of Objective**: Sep 30, 2020
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05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
04/30/2020	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		
02/29/2020	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		
05/31/2020	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		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
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		09/30/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
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
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019

Fiscal Year	Accomplishments
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: In FY 2019, the FWS distributed information on how to join ERGs as part of monthly special emphasis programs. In addition, in FY 2019, the Barrier Analysis Team (BAT) briefed the EDC on its recommendation to utilize ERGs in a more robust and strategic way. The EDC directed the BAT to create a strategy to outline ho ERGs can be implemented across the FWS.
2019	Present workplace culture and accountability communication strategy to the FWS Directorate. In FY 2019, the BAT briefed leadership on the identification of a barrier in the area of communications. The BAT described a history of inconsistent and disconnected communications on the diversity and inclusion strategy and core values that is inhibiting organizational understanding and buy-in. The FWS Principal Deputy Director, the FWS Deputy Director, and the EDC outlined their plan to remove this barrier in the first objective of the new DIIP which addresses communications and engagement. The goal is to engage employees with a consistent and meaningful message that prioritizes inclusion, acknowledges the lack of progress to date, and outlines future actions. Directorate members are now required to prepare an annual DIIP step-down communications strategy outlining specific communications actions they have taken to reinvigorate the D&I message.
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director, met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
2019	Conduct an after-action review of the January 2019 National Hiring Initiative: A second round of centralized national hiring was postponed until FY 2020, when it will be implemented as part of the new DIIP.

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?	Voluntary and Involuntary Separations • Voluntary Separations of PWD were higher than expected – 11.2% of PWD voluntarily separated as compared to the inclusion benchmark of 10.4% Voluntary Separations of PWTD were higher than expected – 12.5% of PWD voluntarily separated as compared to the inclusion benchmark of 2.1%
STATEMENT OF BARRIER GROUPS:	***Barrier Group*** People with Disabilities People with Targeted Disabilities
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
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.	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	Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020

Responsible Officials	Gina Huck Diversity Program Manager Bryan Arroyo Deputy Director Inez Uhl EEO Director Ronald Niemann EEO Complaints Manager Bill Fuller Accountability Officer Rebekah Giddings Deputy Assistant Director for Budget, Planning and Human Capital Hector Zarate EEO Specialist Assistant Director, Management and Administration Janine Velasco Paul Rauch Executive Diversity Committee Chair

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
12/31/2019	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		
02/29/2020	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		
04/30/2020	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		
12/31/2019	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		
10/31/2019	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		
12/31/2019	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		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
04/30/2020	The FY 2019 Barrier Analysis Team (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		
05/31/2020	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
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	09/30/2019	
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
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
07/30/2019	Send out all-employee communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information.	Yes	01/30/2020	

Fiscal Year	Accomplishments
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
2019	Present workplace culture and accountability communication strategy to the FWS Directorate: In FY 2019, the BAT briefed leadership on the identification of a barrier in the area of communications. The BAT described a history of inconsistent and disconnected communications on the diversity and inclusion strategy and core values that is inhibiting organizational understanding and buy-in. The FWS Principal Deputy Director, the FWS Deputy Director, and the EDC outlined their plan to remove this barrier in the first objective of the new DIIP, which addresses communications and engagement. The goal is to engage employees with a consistent and meaningful message that prioritizes inclusion, acknowledges the lack of progress to date, and outlines future actions. Directorate members are now required to prepare an annual DIIP step-down communications strategy outlining specific communications actions they have taken to reinvigorate the D&I message.
2019	Increase training and communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information: The FWS Disability Program Manager partnered with the Office of Human Resources to standardize operating procedures for reasonable accommodations. The FWS provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above. The FWS developed online training that reached a total of 4,225 employees. Training topics included presentations on Reasonable Accommodations, Prevention of Harassment, the EEO Complaint Process, and Service Animals and the ADA. Each presentation included a link to a quiz where employee participation and responses were tracked. The WS conducted 52 EEO/Diversity instructor-led training sessions for 1,969 participants and coordinated Civil Treatment for Leaders training for more than 100 supervisors. Additional training was provided through webinars and teleconferencing. Training topics include The Importance of Diversity and Inclusion, Diversity Management, Special Hiring Authorities, 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, Unconscious Bias and Barrier Analysis.
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: In FY 2019, the FWS distributed information on how to join ERGs as part of monthly special emphasis programs. In addition, in FY 2019, the Barrier Analysis Team (BAT) briefed the EDC on its recommendation to utilize ERGs in a more robust and strategic way. The EDC directed the BAT to create a strategy to outline ho ERGs can be implemented across the FWS.

BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	

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.	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
Objective	Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020
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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
12/31/2019	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		
02/29/2020	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		
04/30/2020	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		
12/31/2019	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		
10/31/2019	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		
12/31/2019	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		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
04/30/2020	The FY 2019 Barrier Analysis Team (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		
05/31/2020	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
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	09/30/2019	
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	

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07/30/2019	Send out all-employee communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information.	Yes	01/30/2020	

Fiscal Year	Accomplishments
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
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BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	

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.	A history of inconsistent and disconnected communications strategy on the D&I plan and core values is inhibiting FWS-wide understanding and buy-in
Objective	Complete action items under DIIP Objective 1: "Engage Employees to Achieve a Diverse and Inclusive Workforce". **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: "Analyze and Remove the Barriers to a Diverse and Inclusive Workforce". **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: "Recruit and Hire a Diverse and Inclusive Workforce". **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020
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06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
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07/30/2019	Send out all-employee communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information.	Yes	01/30/2020	

Fiscal Year	Accomplishments
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BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	

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.	Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS
Objective	Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020
Responsible Officials	Gina Huck Diversity Program Manager Bryan Arroyo Deputy Director Inez Uhl EEO Director Ronald Niemann EEO Complaints Manager Bill Fuller Accountability Officer Rebekah Giddings Deputy Assistant Director for Budget, Planning and Human Capital Hector Zarate EEO Specialist Assistant Director, Management and Administration Janine Velasco Paul Rauch Executive Diversity Committee Chair

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
12/31/2019	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		
02/29/2020	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		
04/30/2020	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		
12/31/2019	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		
10/31/2019	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		
12/31/2019	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		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
04/30/2020	The FY 2019 Barrier Analysis Team (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		
05/31/2020	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
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	09/30/2019	
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
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
07/30/2019	Send out all-employee communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information.	Yes	01/30/2020	

Fiscal Year	Accomplishments
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
2019	Present workplace culture and accountability communication strategy to the FWS Directorate: In FY 2019, the BAT briefed leadership on the identification of a barrier in the area of communications. The BAT described a history of inconsistent and disconnected communications on the diversity and inclusion strategy and core values that is inhibiting organizational understanding and buy-in. The FWS Principal Deputy Director, the FWS Deputy Director, and the EDC outlined their plan to remove this barrier in the first objective of the new DIIP, which addresses communications and engagement. The goal is to engage employees with a consistent and meaningful message that prioritizes inclusion, acknowledges the lack of progress to date, and outlines future actions. Directorate members are now required to prepare an annual DIIP step-down communications strategy outlining specific communications actions they have taken to reinvigorate the D&I message.
2019	Increase training and communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information: The FWS Disability Program Manager partnered with the Office of Human Resources to standardize operating procedures for reasonable accommodations. The FWS provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above. The FWS developed online training that reached a total of 4,225 employees. Training topics included presentations on Reasonable Accommodations, Prevention of Harassment, the EEO Complaint Process, and Service Animals and the ADA. Each presentation included a link to a quiz where employee participation and responses were tracked. The WS conducted 52 EEO/Diversity instructor-led training sessions for 1,969 participants and coordinated Civil Treatment for Leaders training for more than 100 supervisors. Additional training was provided through webinars and teleconferencing. Training topics include The Importance of Diversity and Inclusion, Diversity Management, Special Hiring Authorities, 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, Unconscious Bias and Barrier Analysis.
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: In FY 2019, the FWS distributed information on how to join ERGs as part of monthly special emphasis programs. In addition, in FY 2019, the Barrier Analysis Team (BAT) briefed the EDC on its recommendation to utilize ERGs in a more robust and strategic way. The EDC directed the BAT to create a strategy to outline ho ERGs can be implemented across the FWS.

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?	Career Development - Stepping Up To Leadership Program (SUTL) and Advanced Leadership Development Program (ALDP) • 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
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	
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.	A history of inconsistent and disconnected communications strategy on the D&I plan and core values is inhibiting FWS-wide understanding and buy-in
Objective	Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020

Responsible Officials	EEO Director Inez Uhl Bill Fuller Accountability Officer Paul Rauch Executive Diversity Committee Chair Ronald Niemann EEO Complaints Manager Hector Zarate EEO Specialist Gina Huck Diversity Program Manager Bryan Arroyo Deputy Director Janine Velasco Assistant Director, Management and Administration Kary Allen Recruitment Program Manager

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2019	The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		
12/31/2019	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		
04/30/2020	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		
05/31/2020	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
02/29/2020	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		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
04/30/2020	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		
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
12/31/2019	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		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
10/31/2019	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		
04/30/2020	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		
05/31/2019	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		09/30/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
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

Fiscal Year	Accomplishments
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director, met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
2019	Increase training and communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information. The FWS Disability Program Manager partnered with the Office of Human Resources to standardize operating procedures for reasonable accommodations. The FWS provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above. The FWS developed online training that reached a total of 4,225 employees. Training topics included presentations on Reasonable Accommodations, Prevention of Harassment, the EEO Complaint Process, and Service Animals and the ADA. Each presentation included a link to a quiz where employee participation and responses were tracked. The WS conducted 52 EEO/Diversity instructor-led training sessions for 1,969 participants and coordinated Civil Treatment for Leaders training for more than 100 supervisors. Additional training was provided through webinars and teleconferencing. Training topics include The Importance of Diversity and Inclusion, Diversity Management, Special Hiring Authorities, 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, Unconscious Bias and Barrier Analysis.
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: In FY 2019, the FWS distributed information on how to join ERGs as part of monthly special emphasis programs. In addition, in FY 2019, the Barrier Analysis Team (BAT) briefed the EDC on its recommendation to utilize ERGs in a more robust and strategic way. The EDC directed the BAT to create a strategy to outline ho ERGs can be implemented across the FWS.
2019	Present workplace culture and accountability communication strategy to the FWS Directorate: In FY 2019, the BAT briefed leadership on the identification of a barrier in the area of communications. The BAT described a history of inconsistent and disconnected communications on the diversity and inclusion strategy and core values that is inhibiting organizational understanding and buy-in. The FWS Principal Deputy Director, the FWS Deputy Director, and the EDC outlined their plan to remove this barrier in the first objective of the new DIIP which addresses communications and engagement. The goal is to engage employees with a consistent and meaningful message that prioritizes inclusion, acknowledges the lack of progress to date, and outlines future actions. Directorate members are now required to prepare an annual DIIP step-down communications strategy outlining specific communications actions they have taken to reinvigorate the D&I message.

BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	

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.	Women, minorities, and people with disabilities perceive a lack of fairness throughout their employment cycle at FWS
Objective	Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020
Responsible Officials	EEO Director Inez Uhl Bill Fuller Accountability Officer Paul Rauch Executive Diversity Committee Chair Ronald Niemann EEO Complaints Manager Hector Zarate EEO Specialist Gina Huck Diversity Program Manager Bryan Arroyo Deputy Director Janine Velasco Assistant Director, Management and Administration Kary Allen Recruitment Program Manager

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2019	The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		
12/31/2019	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		
04/30/2020	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		
05/31/2020	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
02/29/2020	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		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
04/30/2020	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		
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
12/31/2019	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		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
10/31/2019	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		
04/30/2020	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		
05/31/2019	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		09/30/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
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

Fiscal Year	Accomplishments
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director, met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
2019	Increase training and communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information. The FWS Disability Program Manager partnered with the Office of Human Resources to standardize operating procedures for reasonable accommodations. The FWS provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above. The FWS developed online training that reached a total of 4,225 employees. Training topics included presentations on Reasonable Accommodations, Prevention of Harassment, the EEO Complaint Process, and Service Animals and the ADA. Each presentation included a link to a quiz where employee participation and responses were tracked. The WS conducted 52 EEO/Diversity instructor-led training sessions for 1,969 participants and coordinated Civil Treatment for Leaders training for more than 100 supervisors. Additional training was provided through webinars and teleconferencing. Training topics include The Importance of Diversity and Inclusion, Diversity Management, Special Hiring Authorities, 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, Unconscious Bias and Barrier Analysis.
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2019	Present workplace culture and accountability communication strategy to the FWS Directorate: In FY 2019, the BAT briefed leadership on the identification of a barrier in the area of communications. The BAT described a history of inconsistent and disconnected communications on the diversity and inclusion strategy and core values that is inhibiting organizational understanding and buy-in. The FWS Principal Deputy Director, the FWS Deputy Director, and the EDC outlined their plan to remove this barrier in the first objective of the new DIIP which addresses communications and engagement. The goal is to engage employees with a consistent and meaningful message that prioritizes inclusion, acknowledges the lack of progress to date, and outlines future actions. Directorate members are now required to prepare an annual DIIP step-down communications strategy outlining specific communications actions they have taken to reinvigorate the D&I message.

BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	

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.	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	Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020
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12/31/2019	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		
04/30/2020	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		
05/31/2020	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
02/29/2020	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		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
04/30/2020	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		
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
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04/30/2020	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		
05/31/2019	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		09/30/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
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

Fiscal Year	Accomplishments
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: As part of its national enterprise approach, ODIWM created a centralized planning team for the FWS monthly special emphasis program events. In FY 2019, the centralized planning team engaged regional and program leadership in leading the monthly programs which have a national reach. This puts accountability for employee engagement in special emphasis programs in the hands of leadership. A live online dashboard was created to track participation and engagement of events. In FY 2019, the FWS special emphasis events attracted an estimated average of 190 participants per event, including virtual participants. In FY 2019, the FWS Deputy Director, met with leaders in ODIWM, External Affairs, and Management & Administration, to outline expectations of coordination, communication, and support for all special emphasis events.
2019	Increase training and communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information. The FWS Disability Program Manager partnered with the Office of Human Resources to standardize operating procedures for reasonable accommodations. The FWS provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above. The FWS developed online training that reached a total of 4,225 employees. Training topics included presentations on Reasonable Accommodations, Prevention of Harassment, the EEO Complaint Process, and Service Animals and the ADA. Each presentation included a link to a quiz where employee participation and responses were tracked. The WS conducted 52 EEO/Diversity instructor-led training sessions for 1,969 participants and coordinated Civil Treatment for Leaders training for more than 100 supervisors. Additional training was provided through webinars and teleconferencing. Training topics include The Importance of Diversity and Inclusion, Diversity Management, Special Hiring Authorities, 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, Unconscious Bias and Barrier Analysis.
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: In FY 2019, the FWS distributed information on how to join ERGs as part of monthly special emphasis programs. In addition, in FY 2019, the Barrier Analysis Team (BAT) briefed the EDC on its recommendation to utilize ERGs in a more robust and strategic way. The EDC directed the BAT to create a strategy to outline ho ERGs can be implemented across the FWS.
2019	Present workplace culture and accountability communication strategy to the FWS Directorate: In FY 2019, the BAT briefed leadership on the identification of a barrier in the area of communications. The BAT described a history of inconsistent and disconnected communications on the diversity and inclusion strategy and core values that is inhibiting organizational understanding and buy-in. The FWS Principal Deputy Director, the FWS Deputy Director, and the EDC outlined their plan to remove this barrier in the first objective of the new DIIP which addresses communications and engagement. The goal is to engage employees with a consistent and meaningful message that prioritizes inclusion, acknowledges the lack of progress to date, and outlines future actions. Directorate members are now required to prepare an annual DIIP step-down communications strategy outlining specific communications actions they have taken to reinvigorate the D&I message.

BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	

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.	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
Objective	Complete action items under DIIP Objective 1: “Engage Employees to Achieve a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 2: “Analyze and Remove the Barriers to a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Complete action items under DIIP Objective 3: “Recruit and Hire a Diverse and Inclusive Workforce”. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on reasonable accommodation processes and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020 Increase communication on Schedule A hiring authority and resources available. **Date Objective Initiated:** Oct 1, 2019 **Target Date For Completion Of Objective:** Sep 30, 2020
Responsible Officials	EEO Director Inez Uhl Bill Fuller Accountability Officer Paul Rauch Executive Diversity Committee Chair Ronald Niemann EEO Complaints Manager Hector Zarate EEO Specialist Gina Huck Diversity Program Manager Bryan Arroyo Deputy Director Janine Velasco Assistant Director, Management and Administration Kary Allen Recruitment Program Manager

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2019	The FWS will develop a hiring manager toolkit to include the business rules for using the Public Lands Corp Act and OPM's special hiring authorities/flexibilities.	Yes		
12/31/2019	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		
04/30/2020	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		
05/31/2020	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		
08/31/2020	ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		
02/29/2020	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		
05/30/2020	Increase communication on Schedule A hiring authority to managers and employees.	Yes		
09/30/2020	The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		
04/30/2020	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		
04/30/2020	The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of America.	Yes		
12/31/2019	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		
09/30/2020	The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		
10/31/2019	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		
04/30/2020	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		
05/31/2019	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		09/30/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/01/2019	Present workplace culture and accountability communication strategy to FWS Directorate.	Yes		04/01/2019
06/30/2019	Conduct an After-Action Review of the January 2019 National Hiring Initiative.	Yes	09/30/2020	
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

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

Activity: Conduct an after-action review of the January 2019 National Hiring Initiative. A second round of centralized national hiring was postponed until FY 2020, when it will be implemented as part of the new DIIP. Activity: Send out all-employee communication on reasonable accommodation processes, resources, and the Disability Program Manager's contact information. In

FY 2019, The FWS prioritized standardizing reasonable accommodation processes and procedures. The Disability Program Manager partnered with the Office of Human Resources to standardize operating procedures for reasonable accommodations. In FY 2020, the FWS will increase communications on reasonable accommodation processes, resources, and the Disability Program Manager's contact information as well as the contact information of responsible parties in the Office of Human Resources.

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

The completed activities support components of the newly adopted FY2020-2024 Diversity and Inclusion Implementation Plan (DIIP), which aims to address diversity and inclusion barriers, including barriers to PWD and PWTD holistically, tying each action item to the talent management cycle. The goal of the DIIP for FY 2020-2024 is to support the Service's mission by guiding the organization toward a more inclusive work environment where employees are inspired to excel. This DIIP sets forth three strategic objectives that will energize the diversity and inclusion message and engage employees at all levels of the Service to take specific actions. The objectives are in the areas of (1) engagement and communications, (2) barrier analysis and removal, and (3) recruitment and hiring. The FWS leadership directed the creation of an online accountability dashboard. Regional and program directors will be required to report progress towards completing each action item in the DIIP on this dashboard. The FWS Principal Deputy Director and the FWS Deputy Director will review accomplishments from each region and program and they will address any delays in carrying out activities outlined in the plan. In FY 2019, the BAT conducted a focus group with PWD and PWTD. The focus group provided further indication that PWD and PWTD are impacted by the same employment barriers that low-participation groups encounter at the FWS. For example, they encounter deficiencies in the areas of organizational culture, employee communications, career growth opportunities, and inconsistent and decentralized recruitment and selection. The focus group findings also indicate that there is a lack of knowledge of reasonable accommodation procedures and the Schedule A process. In FY 2019, the FWS provided targeted recruitment strategies and best practices for increasing the recruitment of PWD and PWTD for positions GS-11 and above. The FWS developed online training that reached a total of 4,225 employees.

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.