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

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

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

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

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

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

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10	1739	288	16.56	78	4.49
Grades GS-11 to SES	5344	477	8.93	98	1.83

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

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

organization.

Section II: Model Disability Program

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

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

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

                                                                                 Answer   Yes

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

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

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

                                                                                 Answer   Yes

In FY 2021, ODIWM hosted a panel discussion for all employees on National Disability Employment Awareness Month titled America's Recovery: Powered by Inclusion. The live event emphasized the importance of ensuring that PWD - seen and unseen -

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

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer   Yes

Section III: Program Deficiencies In The Disability Program

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

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

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

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

FWS encourages and will accept applications from veterans with compensable disabilities or 30%-or-more disabled veterans.

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

HR specialists determine if applicants are eligible for appointment under SHAs in 5 CFR §213.31.02(u). The They ensure that the application packages from a PWD or PWTD applicant include the following: For Schedule A Eligible candidates: • Current resume with places and dates of employment, including month/year to month/year, and number of hours worked per week (e.g. 40 hours, 32 hours, etc.) • Schedule A Letter from a licensed medical professional (e.g., a physician or other medical professional duly certified by a state, the District of Columbia, or a U.S. territory, to practice medicine); a licensed vocational rehabilitation specialist (state or private); or any federal agency, state agency, or an agency of the District of Columbia or a U.S. territory that issues or provides disability benefits as described in 5 CFR §213.3102 (3) (ii) For Eligible Disabled Veteran candidates: • Current resume with places and dates of employment, including month/year to month/year, and number of hours worked per week (e.g. 40 hours, 32 hours, etc.) • Copy of DD-214, Record of Military Service (member copy 4) to determine eligibility for veterans' preference and honorable discharge • Copy of SF-15 stating they have a 30%-or-more disability rating and can perform the duties of the position for which they are applying • Veterans Affairs rating Letter that identifies the disability percentage for the applicant • HR forwards the applications to the hiring officials. HR meets with the hiring officials to explain the hiring flexibilities and to explain how and when the applicant could be non-competitively appointed. PWD and PWTD can apply for vacancy advertised on USAJobs.gov, even after it has closed. HR specialists forward those applicants to the hiring officials and meet with them to provide guidance on the hiring authorities.

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

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

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

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

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

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

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

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

| New Hires | Total | Reportable Disability | | Targeted Disability | |
| | | Permanent Workforce | Temporary Workforce | Permanent Workforce | Temporary Workforce |
	(#)	(%)	(%)	(%)	(%)
% of Total Applicants	3750	2.21	1.28	1.25	0.51
% of Qualified Applicants	2280	1.71	1.71	0.96	0.66
% of New Hires	614	3.75	3.09	0.81	1.14

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 |
| | | New Hires | New Hires |
	(#)	(%)	(%)
Numerical Goal	--	12%	2%
0401 GENERAL NATURAL RESOURCES MANAGEMENT & BIOLOGICAL SCIENCE	170	4.71	0.59
0404 BIOLOGICAL SCIENCE TECHNICIAN	17	11.76	5.88
0480 FISH & WILDLIFE ADMINISTRATION	11	18.18	9.09
0482 FISH BIOLOGY	30	13.33	3.33
0485 WILDLIFE REFUGE MANAGEMENT	19	10.53	0.00
0486 WILDLIFE BIOLOGY	23	21.74	4.35
1801 LAND MANAGEMENT LAW ENFORCEMENT	0	0.00	0.00
1811 CRIMINAL INVESTIGATION	24	0.00	0.00

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

      a. Qualified Applicants for MCO (PWD)   Answer   No

      b. Qualified Applicants for MCO (PWTD)   Answer   No

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

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

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

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

A. ADVANCEMENT PROGRAM PLAN

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

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

B. CAREER DEVELOPMENT OPPORTUNITES

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

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

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

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

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

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

       a. Applicants (PWD)   Answer   No

       b. Selections (PWD)   Answer   No

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

       a. Applicants (PWTD)   Answer   No

       b. Selections (PWTD)   Answer   No

See above table.

C. AWARDS

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

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

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

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	341	4.53	4.51	3.21	4.92
Time-Off Awards 1 - 10 Hours: Total Hours	2769	36.99	36.86	22.99	41.01
Time-Off Awards 1 - 10 Hours: Average Hours	8.12	0.97	0.13	3.83	0.15
Time-Off Awards 11 - 20 hours: Awards Given	563	7.76	7.26	6.95	7.99
Time-Off Awards 11 - 20 Hours: Total Hours	10048	140.93	129.16	132.62	143.32
Time-Off Awards 11 - 20 Hours: Average Hours	17.85	2.17	0.28	10.20	-0.14
Time-Off Awards 21 - 30 hours: Awards Given	509	7.40	6.50	6.42	7.68

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 21 - 30 Hours: Total Hours	13290	188.54	170.51	160.43	196.62
Time-Off Awards 21 - 30 Hours: Average Hours	26.11	3.04	0.41	13.37	0.07
Time-Off Awards 31 - 40 hours: Awards Given	1426	15.75	19.43	17.11	15.36
Time-Off Awards 31 - 40 Hours: Total Hours	53368	595.47	726.77	640.11	582.64
Time-Off Awards 31 - 40 Hours: Average Hours	37.42	4.51	0.59	20.01	0.06
Time-Off Awards 41 or more Hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Average Hours	0	0.00	0.00	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: $501 - $999: Awards Given	999	13.84	13.07	15.51	13.36
Cash Awards: $501 - $999: Total Amount	772914	10803.46	10103.06	12448.66	10330.88
Cash Awards: $501 - $999: Average Amount	773.69	93.13	12.14	429.26	-3.42
Cash Awards: $1000 - $1999: Awards Given	3371	42.36	44.52	36.90	43.93
Cash Awards: $1000 - $1999: Total Amount	4572674	56595.70	60524.87	48675.40	58870.81
Cash Awards: $1000 - $1999: Average Amount	1356.47	159.42	21.36	705.44	2.58
Cash Awards: $2000 - $2999: Awards Given	1941	21.60	26.43	21.93	21.51
Cash Awards: $2000 - $2999: Total Amount	4608920	51074.70	62786.55	51747.59	50881.41
Cash Awards: $2000 - $2999: Average Amount	2374.51	282.18	37.33	1262.14	0.69
Cash Awards: $3000 - $3999: Awards Given	718	7.64	9.91	8.02	7.53
Cash Awards: $3000 - $3999: Total Amount	2397813	25703.58	33062.42	27756.15	25113.98
Cash Awards: $3000 - $3999: Average Amount	3339.57	401.62	52.40	1850.41	-14.55
Cash Awards: $4000 - $4999: Awards Given	273	2.86	3.85	2.14	3.07
Cash Awards: $4000 - $4999: Total Amount	1189978	12500.00	16779.10	9427.81	13382.49
Cash Awards: $4000 - $4999: Average Amount	4358.89	520.83	68.49	2356.95	-6.59
Cash Awards: $5000 or more: Awards Given	435	3.46	6.11	2.67	3.69
Cash Awards: $5000 or more: Total Amount	3421305	27626.13	48495.18	18387.17	30280.03
Cash Awards: $5000 or more: Average Amount	7865.07	952.63	124.67	3677.43	169.92

2.

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

a. Pay Increases (PWD)   Answer   No

b. Pay Increases (PWTD)   Answer   No

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	23	0.12	0.35	0.00	0.15

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

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

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

D. PROMOTIONS

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

  a. SES

   i. Qualified Internal Applicants (PWD)   Answer   No

   ii. Internal Selections (PWD)   Answer   No

  b. Grade GS-15

   i. Qualified Internal Applicants (PWD)   Answer   No

   ii. Internal Selections (PWD)   Answer   No

  c. Grade GS-14

   i. Qualified Internal Applicants (PWD)   Answer   No

   ii. Internal Selections (PWD)   Answer   No

  d. Grade GS-13

   i. Qualified Internal Applicants (PWD)   Answer   No

   ii. Internal Selections (PWD)   Answer   No

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

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

    a. SES

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    b. Grade GS-15

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    c. Grade GS-14

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    d. Grade GS-13

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

---

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

    a. New Hires to SES (PWD)   Answer   No

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

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

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

---

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

    a. New Hires to SES (PWTD)   Answer   No

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

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

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

---

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

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

    a. Executives

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

    b. Managers

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

    c. Supervisors

        i. Qualified Internal Applicants (PWD)   Answer   No

        ii. Internal Selections (PWD)   Answer   No

N/A

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

    a. Executives

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    b. Managers

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

    c. Supervisors

        i. Qualified Internal Applicants (PWTD)   Answer   No

        ii. Internal Selections (PWTD)   Answer   No

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

        a. New Hires for Executives (PWD)   Answer   No

        b. New Hires for Managers (PWD)   Answer   No

        c. New Hires for Supervisors (PWD)   Answer   No

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

      a. New Hires for Executives (PWTD)   Answer   No

      b. New Hires for Managers (PWTD)   Answer   No

      c. New Hires for Supervisors (PWTD)   Answer   No

Section VI: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

                                                   Answer   Yes

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

      a.Voluntary Separations (PWD)   Answer   No

      b.Involuntary Separations (PWD)   Answer   Yes

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

Seperations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	15	0.44	0.14
Permanent Workforce: Resignation	91	0.88	1.08
Permanent Workforce: Retirement	295	4.31	3.34
Permanent Workforce: Other Separations	160	4.31	1.58
Permanent Workforce: Total Separations	561	9.94	6.15

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

      a.Voluntary Separations (PWTD)   Answer   No

      b.Involuntary Separations (PWTD)   Answer   No

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	15	0.00	0.18
Permanent Workforce: Resignation	91	1.42	1.05
Permanent Workforce: Retirement	295	2.84	3.46
Permanent Workforce: Other Separations	160	4.74	1.79
Permanent Workforce: Total Separations	561	9.00	6.48

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

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

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

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

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

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

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

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

C. REASONABLE ACCOMMODATION PROGRAM

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

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

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

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

FWS is committed to providing reasonable accommodations to our employees and to applicants for employment in order to assure that PWD enjoy equal employment opportunity unless to do so would cause undue hardship. The Employee Relations team provides advisory services for employees and managers in the implementation of the reasonable accommodation policy. Each region and program have been assigned a servicing employee relations specialist to ensure prompt response to inquiries. FWS follows the DOI policies that direct bureaus and offices: (1) Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities; (2) Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodations; and (3) Personnel Bulletin 17-18, Personal Assistance Services Procedures. The Director and Directorate members are responsible for implementing DOI policy and procedures for reasonable accommodations and PAS within their respective regions/programs and for ensuring that sufficient resources are available for providing reasonable accommodations to qualified individuals with disabilities and PAS for individuals with targeted disabilities. The DOI's reasonable accommodations/PAS policy establishes a 15 business day limit to provide a decision memo to a requester (when no medical documents are required) and a 20 business day limit for providing an approved accommodation (unless notification of delayed implementation is issued to extend that period by 10 days). In FY 2021, ODIWM hosted a panel discussion for all employees on National Disability Employment Awareness Month titled America's Recovery: Powered by Inclusion. The event emphasized the importance of ensuring that PWD - seen and unseen - have full access to employment and community involvement during the recovery from the COVID-19 pandemic. During the event, employees heard testimonials from employees who identify as having disabilities and gained practical knowledge about adaptive technology in the workplace. Employees had access to DOI training on Retention and Mentoring for Federal Employees with Disabilities. The Bureau of Reclamation led this training and partnered with

the Department of Labor's Employer Assistance and Resource Network on Disability Inclusion (EARN). The training explored successful strategies for retaining diverse talent, including mentoring as a disability inclusion strategy. The presenter reviewed a framework for adopting a mentoring culture, tips for successful implementation of a mentoring program, and resources for partnering with disability mentoring initiatives. DOI advertised an additional training opportunity for all employees led by the Bureau of Trust Funds Administration, to learn about disability employment issues and celebrate the many contributions of American workers with disabilities. One presenter discussed their personal journey of becoming an amputee. The Department's Section 508 program manager discussed digital accessibility guidance. In addition, in FY 2022, ODIWM will deliver reasonable accommodations training as part of its annual training requirement for all employees.

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

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

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

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

Section 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

Source of the Trigger:	Workforce Data (if so identify the table)
Specific Workforce Data Table:	Workforce Data Table - B1
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Low participation of PWD and PWTD in permanent workforce. [Source: Table B-1] The percentage of PWD in FY 2021 for the GS-11 to Senior Executive Service (SES) cluster is 8.9%. The percentage of PWTD in FY 2021 for the GS-11 to SES cluster is 1.8%. The percentage has remained unchanged from FY 2020. Low participation of People with Disabilities in the Professional Biology series. [Source: Table B-6] PWD make up 7.2% of permanent professional biologists versus the EEOC goal of 12%. Voluntary and Involuntary Separations [Source: Table B14] While persons with reportable disabilities constituted 9.3% of all additions to the permanent workforce, adding 67 permanent employees, separations of persons with reportable disabilities constituted of 12.7% of all separations, removing 71 permanent employees.

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

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

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

Objective(s) and Dates for EEO Plan					
Date Initiated	**Target Date**	**Sufficient Funding / Staffing?**	**Date Modified**	**Date Completed**	**Objective Description**
10/01/2019	09/30/2020	Yes		09/30/2020	Increase communication on reasonable accommodation processes and resources available.
12/31/2021	12/31/2022	Yes			Communicate with all employees more regularly on the disparities and barriers that may be impacting engagement of employees with disabilities and share promising practices for improvement of work unit climates.
10/01/2019	09/30/2020	Yes		09/30/2020	Increase communication on Schedule A hiring authority and resources available.
12/31/2020	12/31/2021	Yes	12/31/2022		Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021.

Responsible Official(s)		
Title	**Name**	**Standards Address The Plan?**
Assistant Director, NCTC	Steve Chase	Yes

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

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

Planned Activities Toward Completion of Objective				
Target Date	**Planned Activities**	**Sufficient Staffing & Funding?**	**Modified Date**	**Completion Date**
04/30/2020	9. The FWS will request members from each Directorate member to establish a National Recruitment Team. The team will be charged with a clear mandate and a membership commitment to supporting the recruitment of individuals representative of the U.S. population.	Yes		05/05/2020
05/31/2020	10. The FWS will release a FY2020 Diversity and Inclusion Climate Survey which will supplement the FEVS and other service-wide surveys. Specific questions will be asked about employee perceptions for D&I goals and initiatives, relationships with peers, and additional relevant topics. Survey results will be used to help inform decisions related to D&I initiatives and enable management to implement data-driven programs.	Yes		03/25/2020
08/31/2020	11. ODIWM will evaluate previous quarter's hiring success, modify approach as needed, and brief EDC on needed adjustments.	Yes		08/31/2020
09/30/2020	12. The Director's Office will review quarterly dashboard updates, highlighting progress and challenges.	Yes		09/30/2020
05/30/2020	13. Increase communication on Schedule A hiring authority to managers and employees.	Yes		04/01/2020
09/30/2020	12. The Barrier Analysis Team will conduct interviews with SUTL and ALDP selection officials regarding barriers to participation for PWD and PWTD.	Yes		08/17/2020
12/31/2021	1. Recommend NCTC clarify selection process (e.g., requirements, evaluation criteria, timelines, deciding officials) for SUTL and ALDP to employees during the launch of the two programs in FY 2021.	Yes	12/31/2022	
12/31/2022	2. ODIWM will brief the DEIA committee and Directorate members with the results of the 2021 Diversity and Inclusion Workplace Assessment.	Yes		
12/31/2022	3. ODIWM will conduct equity training for entire FWS workforce on disabilities in the workplace and reasonable accommodations.	Yes		
12/31/2022	4. ODIWM will establish a central process to track and fulfill regional and program requests for facilitation of conversations related to diversity, equity, inclusion, and accessibility.	Yes		
12/31/2022	5. ODIWM will recommend JAO develop a project plan to conduct full review of driver's license requirements to determine business need and develop a process for determining the necessity for each announcement.	Yes		
12/31/2022	6. ODIWM will evaluate previous quarter's hiring success and brief the JEDIA on needed adjustments.	Yes		
12/31/2022	7. ODIWM will create action plan to increase communication on Schedule A hiring authority to managers and employees.	Yes		
12/31/2022	8. ODIWM will recommend Regional Directors have Leadership and Employee Development coordinators and include them in the regional leadership teams.	Yes		

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

	Report of Accomplishments

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

Report of Accomplishments	
Fiscal Year	**Accomplishment**
2021	• In FY 2021, DOI oversaw implementation of an agency-wide exit survey designed to increase participation and foster cross-comparison between bureaus. Due to successful collaboration, FWS automated access to the exit survey into all exit clearance processes, ensuring every employee can participate before departing. To date, FWS has 297 exit survey responses, more than previously received in a two-year span. • Special Hiring Authorities Study and Working Group: FWS is continually committed to evaluating processes and determining efficiencies. To better support continued improvements, the JEDIA Committee sponsored an analysis into available SHA to determine the most beneficial avenues for bringing in diverse candidates. The SHA study did extensive analysis into the demographics that each SHA hire brings into the FWS and how long they generally stay. Based on the analysis, the working group developed a series of recommendations to improve the existing opportunities within those SHA and has developed an additional working group to begin implementation and will continue reporting to the JEDIA Committee. • Diversity & Inclusion Focus Groups: FWS conducted focus groups to discuss barriers to equal opportunity, feelings of inclusivity, and ways to improve access for PWD. The focus groups discussed issues related to workforce barriers and implementation ideas for fostering a more welcoming workplace. The primary topics were, 1) arbitrary physical requirements preventing PWD from applying for jobs, 2) a pervasive stigma creating an unwelcome environment, 3) lack of awareness and resources available for reasonable accommodations • Diversity and Inclusion Implementation Plan: FWS is in its third iteration of its DIIP action plan. The DIIP covers three main objectives, 1) Employee Engagement, 2) Barrier Analysis and Removal, and 3) Recruitment and Outreach. It provides overall guidance for the agency on high-level objectives, and includes specific action items geared towards fostering a more welcoming, inclusive, and diverse workforce. To ensure the DIIP is continually meeting deadlines and targets, members of Management & Administration, Regional Directorate Teams, and diversity specialists meet weekly to discuss various action items. • Standardized Organization-wide Training Requirement: For the first time, FWS developed a centralized training program to ensure every employee had the same opportunity to learn about issues related to various groups in the Service. Diversity & EEO Specialists trained the workforce on participation rates for PWD and included a snapshot of the results from recent assessments. • In FY 2021, ODIWM regularly briefed the Director and the Deputy Director on recruitment and hiring figures. In addition, ODIWM sent a monthly recruitment report to Directorate members. • An employee-led Mentoring Advisory Working Group (MAWG) was chartered and empowered to develop a framework to support the growth of strong and active mentoring programs and to cultivate a culture of mentorship across the organization. • A National Targeted Recruitment Team (TRT) was formed as a collaborative for consistent messaging about vacancies, engagement, and other hiring initiatives that promote a robust applicant pool for mission-critical and other professional positions.

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

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

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

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

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

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