

# U.S. DEPARTMENT OF THE INTERIOR

## STRATEGIC PLAN FOR ACHIEVING AND MAINTAINING A HIGHLY SKILLED AND DIVERSE WORKFORCE

FY 2005 - 2009



FEBRUARY 17, 2005



# United States Department of the Interior


OFFICE OF THE ASSISTANT SECRETARY  
POLICY, MANAGEMENT AND BUDGET  
Washington, DC 20240



FEB 17 2005

## Memorandum

To: All Employees

From: P. Lynn Scarlett   
Assistant Secretary – Policy, Management and Budget

Subject: Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce

I am pleased to announce the establishment of the Department's Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce, FY 2005 – FY 2009. The plan builds on the principles set forth in the Department's Strategic Human Capital Management Plan and was a collaborative effort across bureaus and offices.

The Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce provides guidance to managers and supervisors on how to not only improve diversity, but also build a workplace that respects, appreciates and values individual differences and use those differences to improve organizational performance, customer service and workplace relations. The plan identifies strategies within five major focus areas: 1) education of managers, supervisors and employees regarding the importance of a highly skilled and diverse workforce; 2) stepping up recruitment efforts for a diverse workforce; 3) improved retention of a diverse workforce; 4) zero tolerance for discrimination, harassment and retaliation; and 5) ensuring accountability for improving diversity.

This plan is a priority for the Department. The plan, a companion document to the Strategic Human Capital Management Plan, will enable the Department to make significant contributions toward achieving and maintaining a highly skilled and diverse workforce. I strongly encourage each of you to read the plan, which sets forth action items that ensures the Department's ability to successfully obtain, retain, educate and fully utilize a diverse, high-quality workforce to accomplish our mission of conservation and trust responsibilities.

Hard copies of the plan will be distributed once published. In the interim, the plan can be found on the Department's website at [www.doi.gov](http://www.doi.gov).

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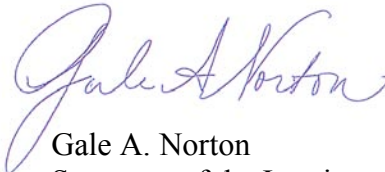
# Foreword

During my tenure as Secretary, I have developed an appreciation for the vast diversity of the Department of the Interior's responsibilities. We serve an increasingly diverse public. Our national parks, for example, preserve and interpret the history of many different racial and ethnic groups, from the Ancestral Puebloans of Mesa Verde to the Spanish explorers who landed at San Diego to those who sought freedom from slavery through the Underground Railroad. We can better serve the needs of the American public and meet our widespread organizational needs if we have employees from a variety of backgrounds, cultures, and experiences. We want to seek the best and brightest employees who bring creativity and innovation to the Department.

This Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce will guide managers and supervisors in their efforts to build more effective organizations through the increased awareness of the business, cultural and legal framework for understanding and managing diversity. The plan, combined with the Strategic Plan (Government Performance and Results Act Plan) and the Strategic Human Capital Management Plan, will link our diversity and human capital goals to our organizational effectiveness.

This plan describes five major focus areas that will help us to attract, obtain and retain a highly qualified and diverse workforce. Each Bureau and Office is expected to exercise thoughtful and deliberate consideration as it integrates the strategies herein with its own workforce plans and human capital priorities.

It is important that we understand diversity and effectively manage for diversity within the Department. Our managers and supervisors must embrace diversity as a critical element to mission accomplishment. I am confident that by working together we can achieve and maintain a highly skilled and diverse workforce that will enable us to effectively carry out our mission in service to the American public.

A handwritten signature in blue ink that reads "Gale A. Norton". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Gale A. Norton  
Secretary of the Interior

# Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce

## Executive Summary

The U.S. Department of the Interior (DOI) protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives and affiliated Island Communities. The work we do affects the lives of millions of people; from the family taking a vacation in one of our national parks to the children studying in one of our Indian schools; or to the many people nationwide who daily enjoy food produced with water from our water projects.

In response to changing national demographics, the Department is positioning itself to better meet the needs of the 21<sup>st</sup> century by becoming an employer of choice in the federal government, regardless of race, sex, age, color, national origin, disability, religion, sexual orientation, marital status, or political affiliation. This will not only infuse the Department with the best and the brightest employees available, but will improve our ability to understand, appreciate, and serve an increasingly diverse American public.

*“A diverse workforce is essential to providing services to the culturally and linguistically varied populations that visit and work with the Department’s facilities and land.”*

*--Secretary Gale Norton*

## Serving the American Public

Interior is a large, decentralized agency with over 81,000 employees and 183,000 volunteers located at approximately 2,400 operating locations across the United States, Puerto Rico, U.S. territories, and freely associated states. Each year, over 450 million people visit our parks, refuges, and other recreational facilities.



Our employees work with thousands of state, local, and public interest groups to help cities and towns deal with their natural resource needs. Whether the work involves providing water to cities and farms, recreational development, Indian self-determination, energy production, or endangered or other protected or managed animals, we need people who can develop down-to-earth solutions to real-life issues.

At the Department, we believe that our most valuable asset is our people. We are looking to create a more inclusive national team that reflects the varied faces of the American public that we serve.

## Understanding Demographic Trends

The Brookings Institution Center on Urban and Metropolitan Policy released a report “Census 2000: The Changing Face of Cities

and Racial Change in the Nation’s Largest Cities: Evidence from the 2000 Census.”

According to the Brookings Institution report, both large and medium-sized cities experienced moderate population growth primarily due to increases in Hispanic and Asian residents. The 2000 Census also revealed that there were 63 million people with disabilities in the United States – one in every five citizens.

A follow-up study was conducted by the National League of Cities to explore recent demographic trends that are changing the face of small-town America as well entitled, “Demographic Change in Small Cities, 1990-2000.” The study noted that although the White population is still most prevalent in small cities, there are significant increases in the influx of Hispanic, Black, and Asian populations of many small cities and towns.

The Department’s regional offices, field stations, national parks and recreation areas, and numerous fish and wildlife facilities are scattered across the country, located in large cities, medium to small cities, and other remote locations. As population demographics shift, the composition of our customers and end-users also shifts, highlighting the need for the Department to increase representation across its workforce to better serve local communities, partners, and neighbors.





## Understanding Impediments to a Diverse Workforce

Geographic and physical obstacles can be immense barriers to achieving a diverse workforce for several reasons: 1) the lack of diverse applicants in more remote areas; 2) the reluctance of new recruits to work in remote areas; and 3) the physical, processes, or systems barriers to accessibility by people with disabilities.

Several creative options were identified that may be useful in attracting more diverse applicants to small towns and more remote field locations, ranging from recruiting/hiring under-represented groups by pairs for support, the use of relocation/ retention bonuses, and repayment of student loans as incentives.



People with disabilities are more widely dispersed in the general population than minorities; however, they may be overlooked as potential candidates, or may not apply for positions because of physical barriers and issues dealing with accessibility. The Department must create accessible office environments to effectively accommodate the needs and abilities of people with disabilities. In addition, significant impediments in terms of awareness/education of managers and accountability for hiring people with disabilities exist.

Cultural affinity is the concept that managers have an inclination to want to hire individuals similar to themselves. Education and training on the value of a diverse workforce and cultural sensitivity training could assist managers in considering a broader array of potential candidates. In many instances, prospective employees are reluctant to be the sole minority employee at a station, in a unit, or in extreme cases, in small communities.

## Creating the Most Sought-After Federal Workplace

In order to carry out our mission, we need a diverse workforce that reflects the public that we serve. This plan builds on previous efforts as well as the Department's Strategic Human Capital Management Plan. In 1997, the Department published its first *Strategic Plan for Improving Diversity*. In the years since, we have had only modest success in improving the overall diversity of the Department. We are looking at our successes to see where best practices can be replicated or adapted to achieve greater diversity.

As we implement our *Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce* and build on our

successes, we can achieve a more heterogeneous workforce that will enable the Department to carry out its mission successfully and enhance its workplace.

Concrete actions can be taken by managers to realize the vision set forth by the Department's Government Performance and Results Act (GPRA) goal to increase diversity within the applicant pool of people applying for employment and to cultivate a work environment to take the Department to the top of the "Best Places to Work in the Federal Government" list published by the Partnership for Public Service.

This plan identifies five major focus areas that can significantly contribute to achieving and

maintaining a highly skilled and diverse workforce: education of managers, supervisors, and employees regarding the importance of a diverse workforce; stepping up recruitment efforts; improved retention of a diverse workforce; zero tolerance for discrimination, harassment, and retaliation; and ensuring accountability for achieving diversity goals.

The Secretary's policy of "Zero Tolerance" for discrimination underscores the importance of accountability and is the cornerstone that supports implementation of the strategies outlined in this plan to achieve and maintain a highly skilled and diverse workforce.





*“America is a stronger nation because of the diversity of its people. It is the many different views and perspectives held by these diverse groups that bring creativity and innovation to our nation and our Department.”*

*--Secretary Gale Norton*

# 1. Understanding Demographic Trends

The Brookings Institution Center on Urban and Metropolitan Policy released a report “Census 2000: The Changing Face of Cities and Racial Change in the Nation’s Largest Cities: Evidence from the 2000 Census.” The report focused on demographic changes in large and medium sized cities (population ranges from 175,000 to 7,000,000 million, and 98,000 to 175,000, respectively).

According to the Brookings Institution report, large cities as a group experienced moderate population growth. However, cities in the Southwest and West grew the most quickly while cities in the Northeast did not grow. In addition, the study reported that almost half of the largest cities no longer have majority White populations. Similar to large cities, medium-sized cities also experienced growth, although at a slightly higher rate, with the largest growth patterns in the South and West. This study indicates that growth in large and medium-size cities is primarily due to increases in Hispanic and Asian residents.

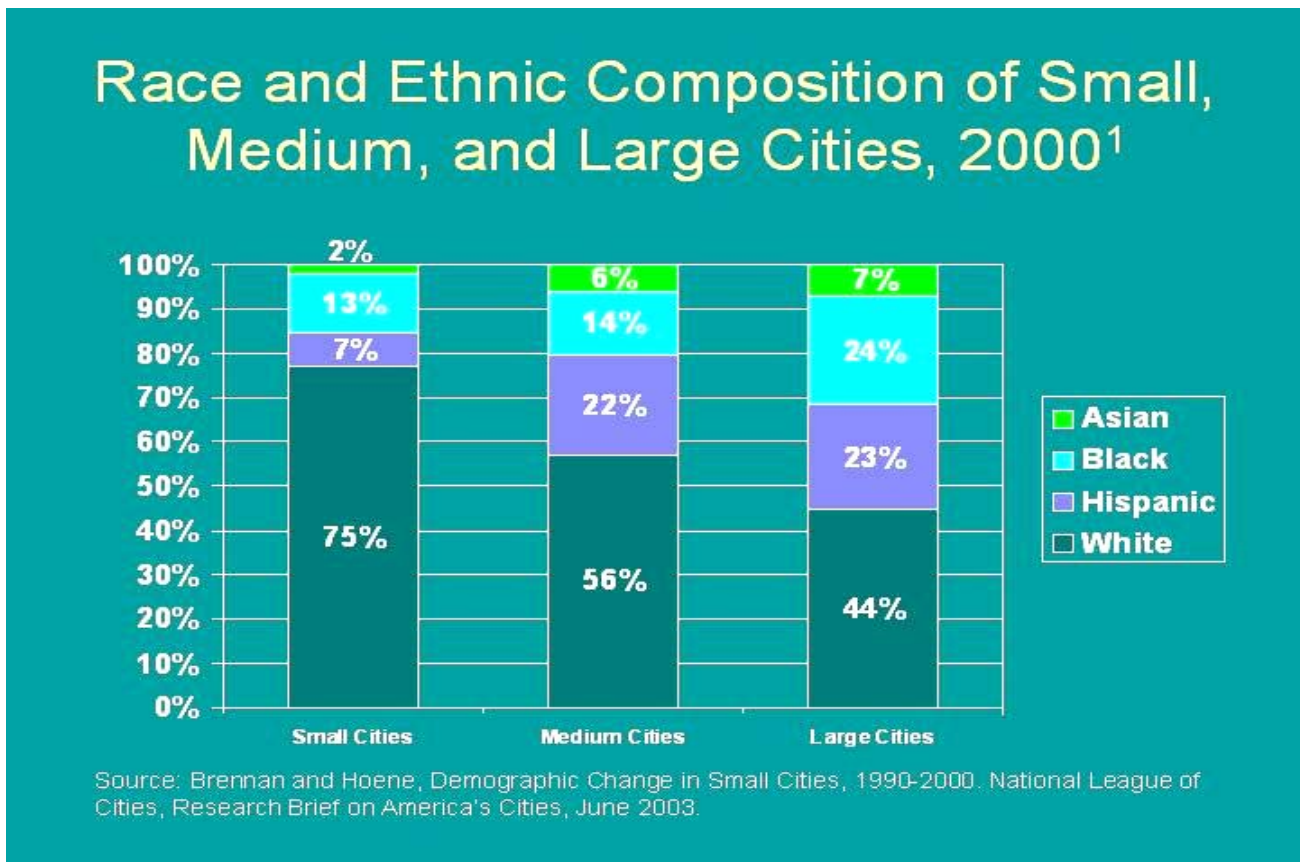
A follow-up study was conducted by the National League of Cities to explore recent demographic trends that are changing the face of small-town America entitled, “Demographic Change in Small Cities, 1990-2000.” The study revealed that small cities (population of less than 98,000) grew considerably faster than large and medium-sized cities during the 1990’s. Interestingly, growth of small cities is occurring in the West and Midwest. The study noted that although the White population is still most prevalent in small cities, the influx of

Hispanic, Black, and Asian populations is gradually changing the composition of many small cities and towns.

Because the Department is such a decentralized organization, many of our regional offices, field stations, national parks and recreation areas, and numerous fish and wildlife facilities are scattered across the country in large cities, medium to small cities and other rural or remote locations.

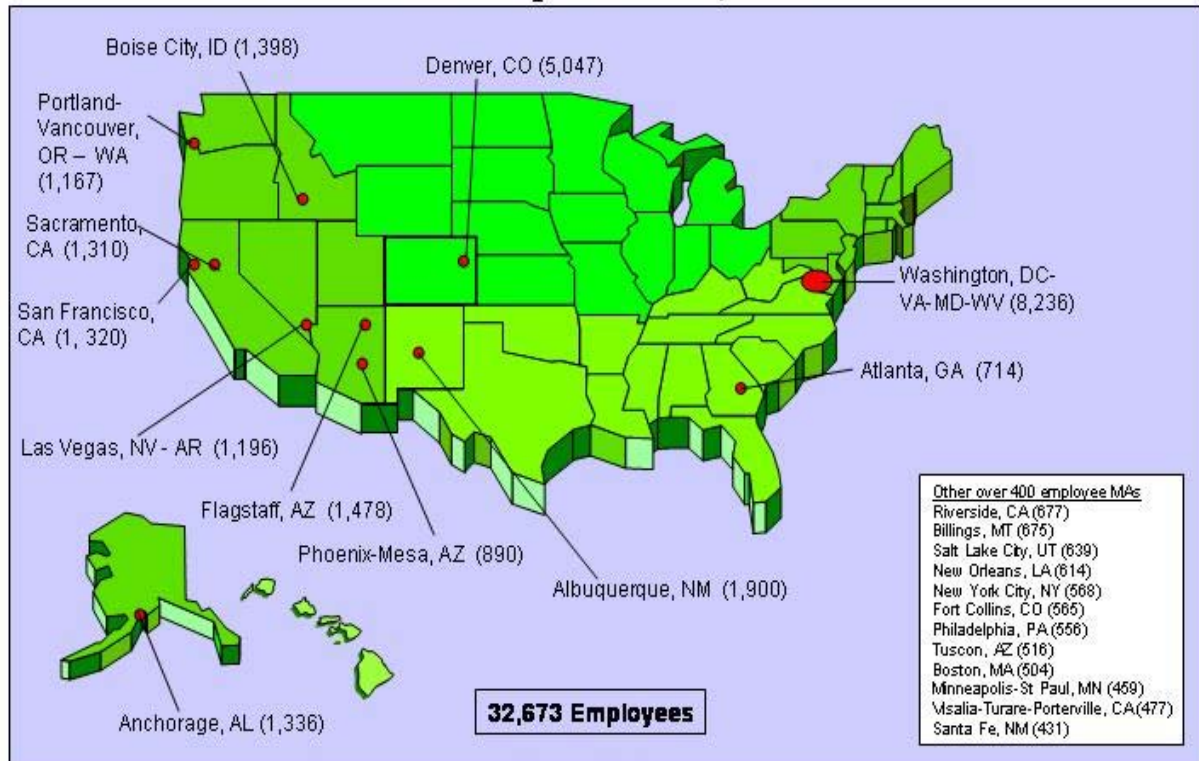
As population demographics shift, the composition of our customers and end-users likewise shifts, thus highlighting the need for the Department to increase diverse representation across its workforce to better serve local communities, partners, and neighbors.

Less than half of the Department's current workforce is located in large metropolitan areas where the community populations are fairly heterogeneous.



<sup>1</sup>The Department's permanent workforce more closely parallels the composition of small cities as identified above. Race and ethnic composition of the Department: Asian 2%, Black 6%, Hispanic 5%, White 75%, and American Indian/Alaskan Native 12%.

**U.S. Department of the Interior  
Workforce Demographics  
Largest Metropolitan Areas  
As of September 30, 2003**

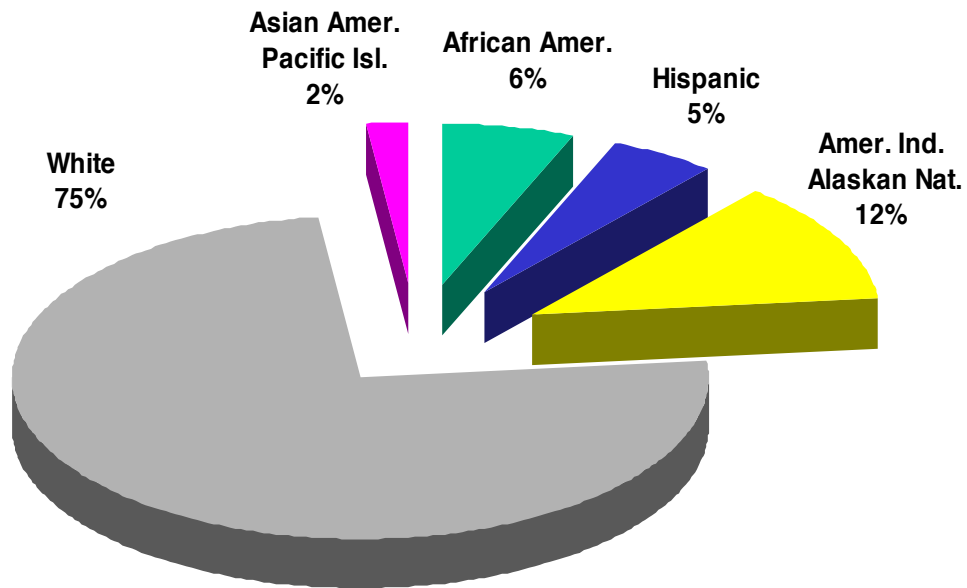


The locations of 32,673 out of 81,000 employees.

As indicated in the Strategic Human Capital Plan, over the next five years, there will be a significant change in the Department's workforce as the baby-boomer generation begins retiring in record numbers. In addition, several other factors will effect the demographics of the Department's workforce, including attrition, retirements, competitive sourcing, and potential restructuring actions. All of these workforce changes will create opportunities for the Department to realign its workforce.

Despite increases in the number of women and minorities in recent years, the Department's permanent workforce is still predominately White (75%). Although the Department has been doing a better job at recruiting and hiring a diverse workforce, i.e., having increased the number of White Women, African Americans, Hispanics, and Asians, there are still obstacles to overcome to increase the participation rate of women, minorities and people with disabilities within the permanent workforce.

## DOI PERMANENT WORKFORCE DISTRIBUTION



% Permanent employees with targeted disabilities: 1%; non-targeted 5.4%.

Data as of 12/31/03.

While there have been slight increases in the number of employees from under-represented groups, on a percentage basis the Department has not increased its minority representation because the total workforce has also increased. As a result, the percentage composition for under-represented groups has remained fairly constant.

Many large private sector employers are increasingly recognizing the benefits of building a multi-cultural workforce and have made diversification a part of their business strategy – an ingrained way of doing business.

Many Federal government agencies also recognize the value of a diverse workforce and have created workplaces that attract individuals from a wide variety of backgrounds. A first-of-its-kind study was conducted by the Partnership for Public Service in conjunction with American University's Institute for the Study of Public Policy Implementation, ranking the best places to work in the Federal government.

Support for diversity was a factor for success among the agencies that were consistently ranked in the top five best places to work in the Federal government, particularly by women, minority employees, and employees under 40.

Of the best places to work in the Federal government, the Department consistently ranked 6<sup>th</sup> and 9<sup>th</sup> (out of 28) among all non-minority men and women within all age groups. However, the Department ranked considerably lower by minorities (scores ranging from 14<sup>th</sup> to 18<sup>th</sup> out of 28) and in the category of support for diversity.

It is clear that organizations, including Federal agencies that want to be successful in today's world, must recognize and use diversity to their advantage. A survey conducted by the Society for Human Resource Management, first published in *Fortune* magazine, identified 13 ways that diversity initiatives help an organization keep a competitive advantage.

The “Best Places to Work” survey and the Society for Human Resource Management survey of diversity initiatives are only two of many resources available to managers and supervisors that provide insight into what is valued by employees in the workplace and identify areas for improvement. The

### Diversity

1. Improves corporate culture;
2. Improves employee morale;
3. Higher retention of employees;
4. Easier recruitment of new employees;
5. Decreases complaints and litigation;
6. Increases creativity;
7. Decreases interpersonal conflict;
8. Enables moves into emerging markets;
9. Improves client relations;
10. Increases productivity;
11. Improves the bottom line;
12. Maximizes brand identity; and
13. Reduces training costs.

Source: Fortune Magazine

Department recognizes that in order to achieve and maintain a highly skilled and diverse workforce, it must be competitive and viewed as a “best place to work” by all current and prospective employees.



*“Although we have a wonderfully diverse workforce, I am personally committed to see that diversity continues--and increases. I want the Department to have the most highly qualified and diverse workforce in Government. If we are to achieve diversity at all levels, managers and supervisors must ensure equal opportunity to all people when making decisions in the areas of outreach, recruitment, hiring, promotions, training and awards.”*

*-- Secretary Gale Norton*

## 2. Understanding Impediments to a Diverse Workforce

There are many impediments to building a diverse workforce, which with some understanding, can be significantly reduced or eliminated. The Department convened a Diversity Focus Group comprised of managers with experience in recruiting and retaining a highly skilled and diverse workforce. The Diversity Focus Group identified many common barriers that can be grouped in the following categories: 1) Perceptions, Beliefs and Attitudes; 2) Common Challenges; 3) Geographic and Physical Obstacles; and 4) Cultural Affinity.

### *Perceptions, Beliefs and Attitudes*

One of the most common barriers to pursuing and achieving a diverse workforce is a matter of semantics. Historically speaking, diversity was associated with affirmative action, quotas, and certain ethnic groups. Diversity is NOT affirmative action. The term “diversity” includes all groups, not just those identified in laws, executive orders, and regulations. Diversity is the rich and varied individual characteristics, education, geographic location, occupation, family status, and experiences that are possessed by the nation’s populace. More and more, managers are recognizing the value and significance of a diverse applicant pool and for acquiring the best and the brightest employees. Understanding the distinction between “affirmative action” and “diversity” is a huge first step in overcoming this barrier.

## ***Common Challenges***

Some of the most common challenges to recruiting and maintaining a diverse workforce identified by managers are funding constraints, limited opportunities to recruit, and limited time to spend on recruiting activities.



There are several strategies for improving the Department's diversity: prioritize use of funds for recruitment activities; use incentives for hiring and converting Student Career Experience Program (SCEP) students; use personal contacts more extensively; and target career days, to name a few.

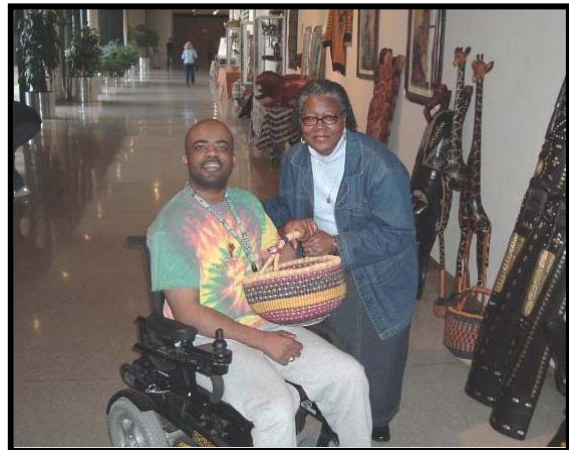
Many managers and supervisors are consumed with the day-to-day operations of their organizations and have limited time to focus on recruitment efforts. Strategies that managers can use to maximize the value of their time spent on recruitment and retention include: improving efficiency through the use of a bureau-wide recruitment team; using easily accessible, consistent, and timely information on hiring flexibilities and authorities; providing adequately trained and knowledgeable Human Resources staff; providing timely distribution of funds to facilitate recruitment efforts; and using mid-career hires, the Presidential Management Fellows Program, and the Federal Career Intern Program.

In addition, the Employer Assistance Referral Network is a cost-free nationwide employer service that connects employers with employment service providers who have access to job-ready candidates with disabilities in their communities

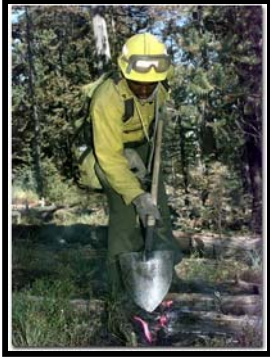
## ***Geographic and Physical Obstacles***

Geographic and physical obstacles can be immense barriers to achieving a diverse workforce for several reasons: 1) the lack of diverse applicants in more remote areas; 2) the reluctance of potential recruits to work in remote areas; and 3) the physical, processes, or systems barriers to accessibility by people with disabilities.

As discussed in Section 1, "Understanding Demographic Trends," even though small towns and remote locations are seeing increases in under-represented groups, they are still predominantly White. This can be an issue for obtaining qualified minority applicants in the local hiring area, and in attracting recruits into remote areas.



Several creative options may be useful in attracting more minority applicants to small towns and more remote field locations. These include, but are not



limited to: recruiting/hiring under-represented groups by pairs for support; providing support through personal contact; providing assistance for housing; providing mentors; using

relocation/retention bonuses; and repaying student loans.

While people with disabilities are more widely dispersed in the general population, they may be overlooked as potential candidates, or may refrain from applying for positions because of physical accessibility or barriers within related processes and systems. Direct hiring authority under Schedules A and B may be utilized to hire people with disabilities. State vocational rehabilitation offices and the U.S. Department of Veterans Affairs offices maintain lists of potential applicants with disabilities.

Military veterans may provide a viable hiring option in remote areas. Direct hiring authority under the Veterans Readjustment Act may be utilized to hire eligible veterans. Where Interior facilities are located near military bases, the bases may provide a recruiting opportunity for personnel who are completing their military service or for spouses of military personnel.

Whatever constraints may exist in remote areas, i.e., available diverse applicant pools, these constraints certainly do not apply in major cities.



## *Cultural Affinity*

Another impediment to understanding a diverse workforce can be described as cultural affinity, which can exist in two different contexts. In the first context, it occurs when managers have an inclination to hire individuals similar to themselves, whether that individual shares a similar background or credentials, or the individual is from the same organization. Some managers have a preference for hiring from inside their own organizations, where opportunities to select members of under-represented groups may be limited.

Education and training on the value of a diverse workforce and cultural sensitivity training could assist managers in considering a broader array of potential candidates. Many times, prospective employees are reluctant to be the sole minority at a station, in a unit, or in extreme cases, in small communities.

The Department is continuously developing new strategies to improve outreach and retention. Through education, targeted recruitment, mentoring, and placement assistance, the impediments to achieving and maintaining a highly skilled and diverse workforce will be greatly reduced. The Department is committed to achieving the Secretary's goal to "have the most highly qualified and diverse workforce in the Government."

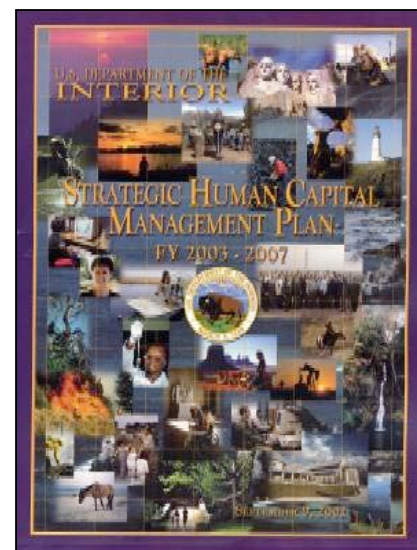


*“We have charted an organizational and workforce plan to align our resources to meet the commitments we have made to succeed in the 21<sup>st</sup> century.”*

*--Secretary Gale Norton*

### 3. Creating the Most Sought-After Federal Workplace

In order to carry out our mission, we need a diverse workforce that reflects the public that we serve. To do this, Interior must be viewed as a “best place to work” and able to compete successfully for the top candidates. This plan identifies strategies to help us obtain, retain, educate and fully utilize a diverse, high-quality workforce. It builds on previous efforts as well as the Department’s *Strategic Human Capital Management Plan*.



The Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce mirrors the program areas of the U.S. Equal Employment Opportunity Commission (EEOC) Management Directive 715 (MD-715), which promotes inclusion and free and open competition for equal employment opportunity for all employees and applicants. Diversity strategies implemented and accomplishments achieved as a result of this plan will also satisfy many of the requirements of MD-715.

This plan is a tool for managers and supervisors to use in building a more effective workforce through increased awareness of the business, cultural, and legal frameworks for understanding and managing diversity. The

purpose of this plan is to help managers and supervisors not only improve diversity, but also build a workplace that respects, appreciates and values individual differences, and uses those differences to improve organizational performance, customer service, and workplace relations. We reiterate the Department's policy of zero tolerance for discrimination and underscore the importance of accountability for ensuring implementation of the strategies to improve diversity, along with the measures to determine the quantity and quality of success.

**Department of the Interior  
Government Performance and Results Act  
Strategic Plan: 2003-2008**

**Management Excellence Strategy 1:  
Human Capital Management:**

***Diversity goal:*** Percent of diversity increased in the applicant pool of people applying for employment across the Department of the Interior.

Concrete actions can be taken by managers to realize the vision set forth by the Department; to meet the Department's Government Performance and Results Act goal for diversity; and to cultivate a work environment to take the Department to the top of the "Best Places to Work in the Federal Government" list.

***Education of Managers, Supervisors and Employees***

Education of managers, supervisors, and employees regarding the importance of a highly skilled and diverse workforce is a crucial step in promoting workforce diversity and overcoming misperceptions about cultural and physical differences among individuals. Private sector companies conduct diversity training on a large scale, and they teach and

expect managers and employees alike, to respect, value, and understand diversity.

**Training for all managers, supervisors, and employees regarding the value of a diverse workforce is critical to the success of our efforts.**

In order to be successful, education efforts will, of necessity, require high profile support from senior-level DOI and Bureau officials in championing the Department's diversity initiatives through speeches, discussions, workshops, and open forums in the Department. To set an example for all employees to emulate, Department leaders should avail themselves of all opportunities to promote diversity.

Diversity education is an annual requirement for all Department managers, supervisors, and employees. Bureaus and Offices are responsible for conducting mandatory training for all managers and supervisors on their responsibilities for diversity elements listed in their performance plan.

To measure success in diversity education, Bureaus and Offices will be required to report the percentage of managers and supervisors trained on achieving diversity in the

**DOI Top Ten Mission  
Critical Occupations**

1. Fire Protection and Prevention
2. Law Enforcement and Security
3. Accounting, Finance and Budget
4. Facilities Management, Engineering and Architecture
5. Information Technology
6. Biological Science
7. Park Ranger
8. Management, Planning and Analysis
9. Acquisition
10. Physical Science, Math and Statistics

workplace. In addition, employees will be surveyed to assess their awareness of the Bureau/Office's diversity efforts.

Managers and supervisors will also be provided training in the skills needed to manage a diverse workforce to assist them in accomplishing the GPRa diversity goal. All Bureaus and Offices will provide managers with appropriate training in the use of personnel tools, authorities, regulations, and procedures available to successfully discharge their duties and responsibilities in support of hiring and managing a diverse workforce.

A "*Toolbox for Managers and Supervisors*" has been developed as a quick reference guide on the various programs, authorities, and flexibilities that exist to help managers and supervisors recruit, hire, and develop their employees, as well as to help shape their workforce (see Toolbox at Appendix C).

### ***Recruitment for a Diverse Workforce***

Active recruitment is one of the most useful tools available for identifying and attracting a diverse applicant pool and to enhance under-represented groups on referral certificates. There are many successful recruitment and outreach models available, with the private sector and sister Federal agencies.

Numerous recruitment tools are available for use: personal contacts; informing headquarters, regional, and local offices of opportunities; assistance with transportation and/or lodging for students and interns; Bureau referrals of unselected candidates to expertise in similar areas; building relationships with local universities; and use of temporary and term positions for candidates that may not want to permanently reside in certain locations.

To ensure that the Department is making effective use of the recruitment tools available, the Bureaus and Offices will develop and use written targeted recruitment plans to expand the pool of qualified applicants for (1) under-represented occupations, (2) mission critical occupations, and (3) leadership ranks. To the greatest extent possible, targeted recruitment plans will use personal contacts as a tool.

#### **Ten Things You Can Do to Improve Federal Hiring:**

- Eliminate Self-Wrapping Red Tape
- Use Plain Language in Job Announcements
- Recruit Veterans
- Adopt an Accelerated Hiring Model
- Recruit From College Campuses
- Offer Incentives for Talent
- Utilize On-the-Spot Hiring Authority
- Leverage Other New Hiring Flexibilities
- Go After Outstanding Scholars
- Fully Engage Agency HR Staff

--Director Kay Coles James  
Office of Personnel Management

Bureaus and Offices will include diversity analyses and planned recruitment as part of their workforce plans. Workforce planning solutions will include recruiting, hiring, retaining, and training alternatives that support diversity and improve representation in critical occupations.

Efforts to recruit applicants from diverse groups for temporary employment and student programs, and Bureau and Office success in bringing these individuals into the permanent workforce (where appropriate and in accordance with applicable Civil Service

**Best Practices  
Bureau of Reclamation**

The Bureau of Reclamation has established a National Outreach and Recruitment Team that uses a corporate approach for outreach and recruitment strategies. The team consists of representatives from the Human Resources Offices, Equal Employment Opportunity/Diversity, and program partners from Job Corps, Public Affairs, and Regional Partnership Councils.

Team members develop and maintain contacts with community organizations, educational institutions, Federal, State, and local agencies, and special interest groups, along with attending job fairs.

The BOR Outreach and Recruitment Team has developed a recruitment brochure, an exit interview survey, a recruitment website, partnership agreements with minority-serving educational institutions, an annual outreach and recruitment calendar, and coordinated recruitment efforts.

regulations) will be tracked and reported by each Bureau and Office.

To assess the effectiveness of Department recruitment and outreach efforts, Bureaus and Offices will maintain a system that tracks applicant flow data, which identifies applicants by race, national origin, sex, and disability status, and the disposition of all applications. All known barriers to equal consideration will be eliminated by all Bureaus and Offices.

In addition, the Bureaus and Offices will track and assess their recruitment activities to ensure their efforts and resources are focused on improving participation in under-represented occupations, mission critical occupations, and leadership ranks as they relate to their Human Capital goals and workforce plans.

**Recruiting a workforce that reflects the diversity of the Nation is crucial to successfully carrying out the mission of the Department.**

Success in achieving this will be measured by statistical analysis of the Bureaus' and Offices' (1) applicant flow data by race, national origin, disability, and sex for permanent and temporary employment; (2) increased participation rates by race, national origin, disability, and sex in mission critical occupations and leadership ranks, in comparison with the relevant Civilian Labor Force (RCLF)<sup>1</sup>; and (3) diversity projections identified in Bureau/Office workforce plans.

The Department has undertaken several actions intended to improve under-representation in mission-critical occupations and its leadership ranks. The Department emphasized an outreach effort to highly qualified women and minorities for its Senior Executive Service Candidate Development Program. Several Department Bureaus have been very successful in the implementation of recruitment tools. Among them, the Minerals Management Service and the Bureau of Reclamation have established outreach/recruitment teams.



<sup>1</sup> Bureaus and Offices should use the 2000 Census Civilian Labor Force data.

### **Stepping Up Recruitment for the Senior Executive Service Candidate Development Program (SESCDP)**

The Department intensified its SESCO DP outreach efforts to ensure a highly qualified and diverse applicant pool. This goal was identified in the proposal to the Management Initiative Team in September 2003 for SESCO DP Class #14, and continues to be the goal of the SESCO DP.

Among other outreach efforts, Assistant Secretary – Policy, Management and Budget Lynn Scarlett sent a memo to all SES members asking them to reach out to highly qualified candidates, particularly women and minorities, to encourage them to apply to the program. The final selections included 58 percent women and minorities, which was also the highest achieved for the program.

Through the use of outreach/recruitment teams, managers and supervisors can maximize their recruiting efforts through collaborative and comprehensive planning. Such team effort often results in a streamlined hiring process that yields increased numbers of highly qualified and diverse candidates and a more rapid completion of the hiring process.

Guidance in implementing the Department’s diversity recruiting initiatives is provided at Appendix D, “Do’s and Don’ts.”

**Recruitment of people with disabilities is a component of achieving a workforce that reflects the diversity of the nation.**

In addition to seeking opportunities to improve under-represented groups, the Department must also seek to increase manager and supervisor awareness of

employment opportunities for people with disabilities. The Department will serve as a model employer for people with disabilities by implementing policies, practices, and training in recruitment, hiring, and retention.

To ensure that the Department is providing equal employment opportunity to people with disabilities, each Bureau and Office will develop targeted recruitment plans for people with disabilities. Bureaus and Offices are expected to implement strategies for hiring, placement, and advancement of people with disabilities. Employment processes and practices will be evaluated to identify and eliminate barriers that may impede employment opportunities for people with disabilities. Where feasible, the Bureaus and Offices will jointly address common issues in providing equal access to employment opportunities for people with disabilities.

Bureaus and Offices are required to provide reasonable accommodation to applicants with a disability by making modifications or adjustments to the application process that enables individuals to apply and be considered for positions.

Success in recruiting people with disabilities will be measured by analyses of the Bureaus’ and Offices’ (1) applicant flow data for representation of people with disabilities among applicants for permanent and temporary employment, and (2) permanent and temporary workforce for representation of



people with disabilities in mission critical occupations and leadership ranks. Appendix E provides a list of “Selected Reasonable Accommodation Resources.”

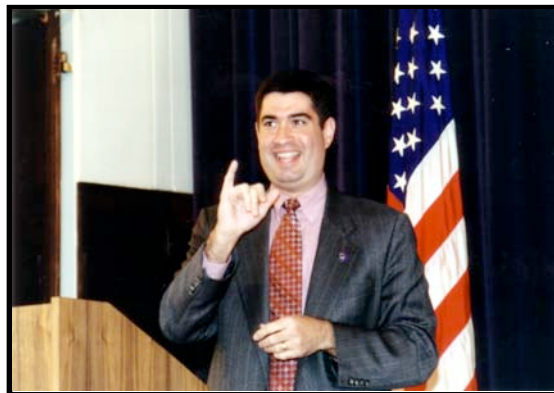
Analysis of Bureaus and Offices will be aggregated at the Departmental level for comparison of DOI representation of people with disabilities to that of other agencies that are ranked highly in this respect.

To ensure that the Department eliminates physical barriers to people with disabilities, when designing new or renovating existing facilities, Bureaus and Offices will ensure that construction and design plans bring accessibility up to required standards.

The Department is committed to achieving steady measurable progress in the employment and advancement of people with disabilities. Providing accessibility is a comprehensive process for creating equal opportunities for people with disabilities, inclusive of DOI employees and the public we serve.

### ***Retention of a Workforce that Reflects Diversity***

Retention of under-represented groups is central to the Department’s objective of achieving and maintaining a highly skilled and diverse workforce. Achieving a diverse, high-quality workforce by successfully attracting and hiring the desired employee mix is only a first-step. The Department wants to establish a strong retention strategy to ensure that its valuable employees stay with the agency.



### **Bureau of Reclamation Overcoming Barriers to Employment and Public Access**

The Bureau of Reclamation has established a 10-year Plan that defines the goals for identifying facility barriers and taking action to remove those barriers to employment and public access. Accountability measures to track and monitor accomplishments have been employed to keep the process on track with the 10-year Plan. The Plan is supported by a computerized tracking system, known as the Accessibility Data Management System (ADMS). The system is a management tool for comprehensive planning and information tracking of Reclamation and other DOI Bureaus’ Disability Rights Programs. ADMS was established as a DOI system in 1994 for accessibility program management and is being used by Federal, State, and local governments for managing and tracking accessibility.

### **Crucial to retention of a diverse workforce is the Department’s commitment to developing each employee’s full potential.**

The Department supports the development and advancement of its employees. To ensure that the Department is following appropriate merit promotion procedures and allowing fair and equitable consideration of employees, Bureaus and Offices will monitor progress toward eliminating barriers that impede effective and efficient staffing and recruitment efforts. In addition, Bureaus and Offices will monitor employee development and promotion practices to ensure equal employment opportunity

for all employees and to identify and eliminate any barriers to fair and equitable advancement.

To assess the existence of barriers to fair and equal entry and promotion of under-represented groups, Bureaus and Offices will examine employment processes, such as classification, selection process, and career ladders and bridge positions in occupations with under-represented groups. Bureaus and Offices will develop action plans to eliminate any identified barriers in those occupations.

All Department Bureaus and Offices will provide reasonable accommodations for employees with disabilities and employees needing religious accommodations, where appropriate, and process these accommodation requests as expeditiously as possible. Bureaus and Offices must also evaluate workplace environments to identify and eliminate, or reduce physical, processes, or systems barriers to employees with disabilities.



To determine the Department's success in hiring and maintaining a diverse workforce, the Department will conduct annual statistical analyses of the Bureau/Offices' permanent and temporary workforce participation rates by grade level and race, national origin, sex,



and disability; and rates of selections for promotions, training opportunities, and performance incentives by race, national origin, sex and disability. Bureaus/Offices will be requested to provide specific information about the statistical data as appropriate. Success will be measured by the percent improvement in the retention of women, minorities, and people with disabilities and no findings of discrimination based on denial of reasonable accommodation.

### ***Quality of Work Life and Retention***

Many models of successful work life enhancements improve the quality of work life, retention, and productivity. In the private sector, qualities contributing to the workforce diversification and job satisfaction include: mentoring programs; flexibilities at work; quality of life programs; networking groups; and outreach to diverse communities.



## Best Places to Work Success Story FWS Budget Office



“When first heading the Division of Budget four years ago, there was a very high turnover rate – the work environment was generally no fun – a relentless, high tempo pace. The office was losing quality folks from burnout.”

“The office had low minority representation – only two of 13 people, and both were in the administrative series. Currently, there are seven of 15 staff that are minorities and only one in the administrative series (one at the GS-14, branch chief level).”

“Now movement out of the office is due to promotion opportunities, because there are only a limited number of higher graded positions available. Prospective employees call and drop off unsolicited applications in anticipation of future vacancies!”

*--Steve Guertin, Chief, FWS Budget Office*

### Strategy for Success

- Began by looking for the most highly skilled candidates for each position.
- Did extensive recruiting and networking.
- Expanded traditional search for budget analysts to program analysts to widen net of potential candidates.
- Took on detailees.
- Aggressively participated in junior programs, i.e., Passport to Work, Job Corps, and SCEP.
- Made the workplace more receptive, challenging, and family-oriented.
- Organized staff into teams to expose each staff person to all facets of budget development to broaden their experience base, as well as providing effective coverage for all areas in the event of absences.

These same concepts can be applied to workforce diversity efforts underway in the Department. To begin to incorporate these practices into our efforts, the Department will develop an action plan during FY 2005 to enhance quality of work life for Department employees in order to retain a diverse workforce.

The primary elements contributing to employee satisfaction with the quality of work life include: a flexible and supportive work environment, including the quality of supervision and leadership employees receive; an emphasis on learning and development; and effective rewards and recognition systems.

The Department believes that a supportive work environment is one that provides

employees with the direction and tools they need to perform the work of the organization to the very best of their ability. As an employer, Interior offers Department-wide programs to support employees, including but not limited to: Alternative Work Schedules; family-friendly leave programs, part-time employment and job sharing; teleworking; dependent care support programs; and Employee Assistance Programs.

Opportunities for professional development and training are important reasons why employees choose to stay with an organization. The Department strongly encourages the use of Individual Development Plans for continuous learning. Using this tool, Bureaus and Offices are working with employees to identify training needs and to

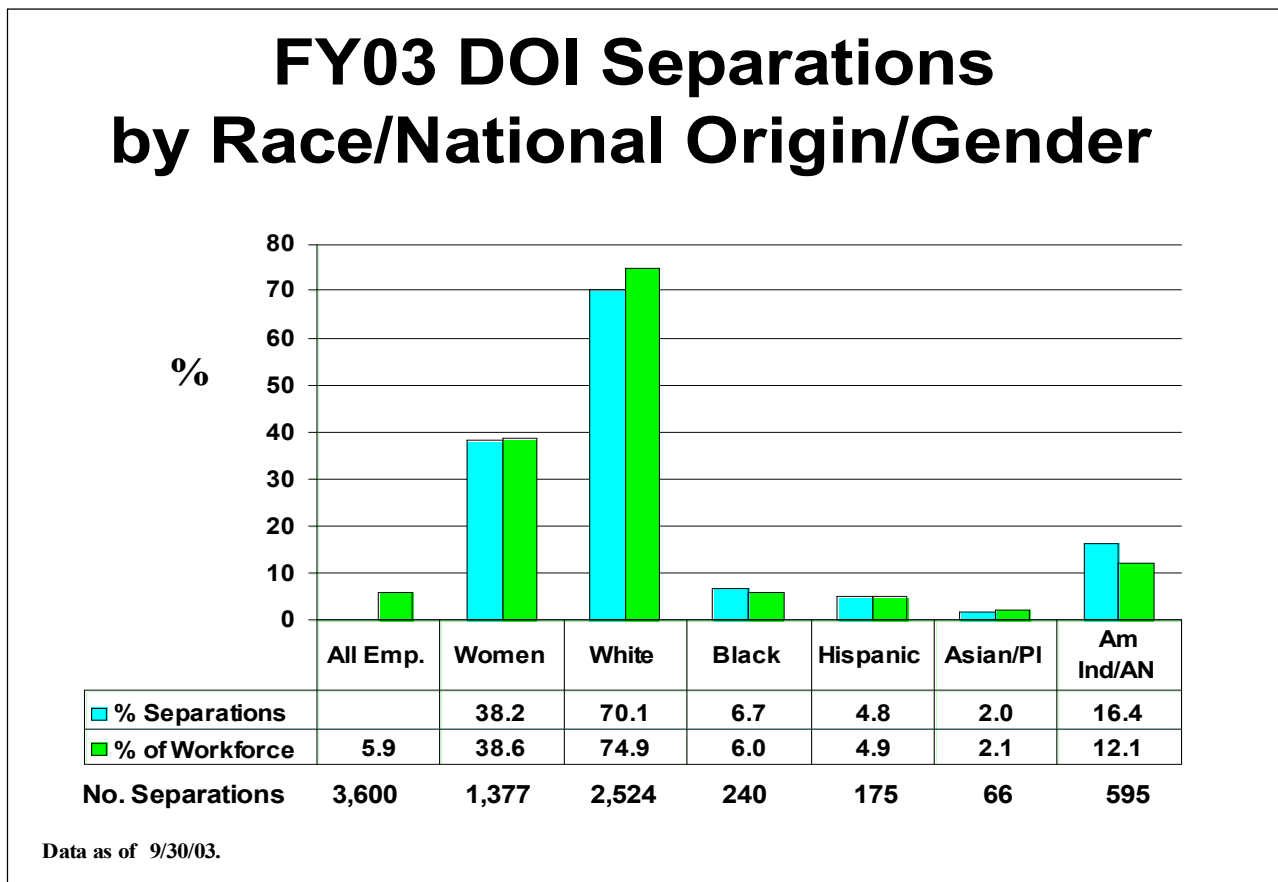


establish clear paths for acquiring the skills, knowledge, and experience that employees need for continual learning and career development. To facilitate certain training needs, Bureaus and Offices have authority to pay all or part of the necessary expenses for training and formal education.

In addition to training, the Department encourages managers, supervisors, and employees to mentor individuals from different cultural, racial or academic backgrounds and new employees. Managers and supervisors are also encouraged to provide developmental opportunities (i.e., detail assignments and leadership training) to give interested individuals an opportunity to participate in assignments that prepare them for higher-level positions.

The Department will assess employee separation rates through the Federal Personnel and Payroll System (FPPS). The EEO Office for each Bureau and Office will evaluate separation data by race, national origin, gender, and disability to determine whether any particular group is leaving the Department at a rate above their representation in the workforce.

To assess how well the Department is meeting its objectives for retention of under-represented groups, quantitative and qualitative data analysis will be conducted on rates of voluntary separations from employment by race, national origin, sex, and disability. Improvements in accessibility will be measured by achieving no findings of discrimination based on accessibility within DOI facilities.



## ***Zero Tolerance for Discrimination, Harassment and Retaliation***

The Department has established and enforces a policy of zero tolerance of discrimination, harassment, or retaliation (Zero Tolerance Policy). To ensure that the Zero Tolerance Policy is upheld, Bureaus and Offices are required to **ensure that their operations are conducted free from discrimination, harassment, and retaliation.**

Managers and supervisors at all levels will ensure that all allegations of discrimination are swiftly resolved at the lowest appropriate level, when possible. Bureaus and Offices will closely track any findings of discrimination, and complaints that have been resolved, to ensure that appropriate remedial actions are implemented quickly and fully.

Department success in meeting the Zero Tolerance Policy will be measured by the quantitative and qualitative analysis of employee data that demonstrate improvement in trends, survey results, complaint activity, and other measures.

Bureau's and Office's responses to findings of discrimination, issued by DOI, EEOC, MSPB, or the U.S. District Court, will also be reviewed as an indicator of success in meeting the Zero Tolerance Policy.

In furtherance of the principles of zero tolerance of discrimination, harassment, and retaliation, Bureaus and Offices will ensure that all managers and supervisors provide a work environment in which employees are treated fairly and respectfully. In accordance with the Notification and Federal Employee Anti-discrimination and Retaliation Act (No Fear Act) of 2002, Bureaus and Offices will provide training to employees regarding their rights and remedies under the Federal Equal Employment Opportunity Complaint

Regulations and the Whistleblower Protection Act.

The No Fear Act requires Bureaus and Offices to take affirmative measures to improve the speed of complaints processing and complaints resolution within the Department. A Department-wide automated tracking system will be implemented in FY2005 to effectively monitor the timeliness of complaints processing and to take appropriate corrective action.

Under the No Fear Act, Bureaus and Offices must pay for any court judgment of discrimination. This means that poor management has financial consequences for the agency.

Surveys and other means will be used by the Department, to track trends in employee expressions of fair and respectful treatment and to identify work areas needing focused remedial action.

EEO Counseling Programs in each of the Bureaus and Offices will be strengthened through enhanced training and skills development and use of alternative dispute resolution to resolve complaints informally at the earliest possible stage. In conjunction with the complaints resolution process, Bureaus and Offices will support use of the Departmental alternate dispute resolution program to resolve complaints at any stage of the process.

To determine the Department's success, Bureau and Office performance will be measured by the reduction in the number of active complaints on an annual basis; the increased percentage of resolutions; the increased percentage of complaints processed within EEOC timeframes; an analysis of final agency decisions; and an

analysis of information on ongoing active complaints.

### ***Ensuring Accountability***

The Department is firmly committed to achieving and maintaining a highly skilled and diverse workforce and will ensure progress toward this objective **by ensuring accountability at the Secretarial and Bureau levels for improving diversity.**

The Department will review, evaluate and monitor management actions to ensure they incorporate the strategies identified in this plan. The Office of the Assistant Secretary for Policy, Management and Budget will review progress in improving diversity. Bureau and Office Heads will report diversity accomplishments to the Management Initiatives Team during regularly scheduled meetings regarding workforce planning, human capital planning, and/or the Department's strategic plan.

“Executives, managers and supervisors particularly will be held responsible and accountable for promoting and ensuring equal opportunity in the Department’s policies, programs and practices.”

--Secretary Gale Norton

In addition, performance measures for all Senior Executive Service (SES) members and Departmental, Bureau and Office managers and supervisors will include a diversity element as part of performance agreements or performance plans. The element will include sensitivity to, and in appropriate cases, demonstration of progress in improving workforce diversity and providing subordinates’ developmental opportunities to help them participate in the

Department’s goal of improving workforce diversity.

To determine success, the Department’s leadership will determine whether workforce data shows steady progress in the improvement of diversity. Also, data will be collected on any identified Departmental organization demonstrating poor

progress and assistance will be given to facilitate positive trends.

The Department is committed to ensuring that all managers and supervisors recognize the need to embrace diversity as a critical element to mission accomplishment.

*“As we continue to carry out our conservation and trust responsibilities, it is imperative that the Department’s workforce mirror the people it serves – the American public.”*

*--Lynn Scarlett  
Assistant Secretary for  
Policy, Management and  
Budget*

## 4. Plan Implementation

Implementation of the *Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce* is a priority for the Department. The identified initiatives and strategies support the Department’s GPR A Strategic Plan and the Strategic Human Capital Management Plan and will be integrated into Bureau and Office workforce plans. Each Bureau and Office is expected to exercise thoughtful and deliberate consideration in synthesizing the strategies contained herein with its own workforce plans and human capital priorities.

This plan will guide and support managers and supervisors in their efforts to build more effective organizations through increased awareness of the business, cultural, and legal framework for understanding and managing diversity. The plan, combined with the Strategic Human Capital Management Plan, will link our diversity and human resources goals to our organizational effectiveness. Also, this plan supports the Department’s efforts to meet the requirements of EEOC MD-715, which calls for establishing and maintaining a work environment that allows equal opportunity and free and open competition for all individuals.

The plan identifies five major focus areas that can make significant contributions toward achieving and maintaining a highly skilled and diverse workforce: 1) education of managers, supervisors and employees regarding the importance of a highly skilled and diverse workforce; 2) stepping up

recruitment efforts for a diverse workforce; 3) improved retention of a diverse workforce; 4) zero tolerance for discrimination, harassment and retaliation; and 5) ensuring accountability for improving diversity.

**Education of managers, supervisors and employees.** Annual training will be provided to all managers, supervisors, and employees regarding the value of a diverse workforce. High-level Department and Bureau/Office officials will champion the Department's diversity initiatives. Bureaus and Offices will train all managers and supervisors on their responsibilities for diversity and the skills needed to manage a diverse workforce.



**Recruitment for a diverse workforce.** Recruitment activities will be tracked and assessed to ensure efforts and resources are focused on achieving positive results in under-represented occupations, mission-critical occupations, and leadership ranks. Bureaus and Offices will develop written targeted recruitment plans and applicant

tracking systems. Bureaus and Offices will evaluate employment processes and practices to identify and eliminate barriers that may impede equal employment opportunities. Reasonable accommodation shall be provided to applicants with disabilities.



**Retention of a diverse workforce.** The Office of Civil Rights will monitor Bureau and Office employee development and promotion procedures to ensure equal access. Bureaus and Offices will examine the entry level, career ladders and bridge positions in occupations with under-represented groups to identify and eliminate barriers to fair and equal entry and/or promotion in those occupations. The Office of Civil Rights will ensure that Bureaus and Offices provide reasonable accommodations to employees with disabilities. When designing new or renovating existing facilities, Bureaus and Offices will ensure that the plans bring accessibility up to the required standards.

**Zero tolerance for discrimination, harassment and retaliation.** Bureau and Office operations will be conducted free from discrimination, harassment and retaliation in accordance with the Secretary's Zero Tolerance Policy. All employees will be provided training regarding their rights and remedies under

the Federal EEO Complaint Regulations and Whistleblower Protection Act as required by the Notification and Federal Employee Anti-discrimination Act of 2002. During FY 2005, the Department will implement an automated tracking system to monitor the timeliness of complaints processing and provide training in the use of alternative dispute resolution to resolve complaints at the earliest possible stage.

**Ensuring accountability at the Secretarial and Bureau levels for improving diversity.** Performance measures for Senior Executive Service members and Departmental and Bureau managers and supervisors will include a diversity element as part of performance agreements or performance plans. The Office of the Assistant Secretary for Policy, Management and Budget shall review progress in improving diversity. Bureau and Office Heads will report accomplishments and best practices to the Management Initiatives Team during regularly scheduled meetings.

The five major focus areas of this plan, along with the Department’s Government Performance and Results Act (GPRA) Strategic Plan, and the Strategic Human Capital Management Plan will be integrated into Bureau/Office workforce plans. As we implement the strategies for achieving and maintaining a highly skilled and diverse workforce, we will build on our successes thus far and achieve a more heterogeneous workforce that will enable the Department to carry out its mission successfully and enhance the workforce.

Developing an inclusive workplace is the key to our success in attracting and retaining a highly skilled and diverse workforce. With the successful implementation of diversity initiatives and strategies, we will improve management of our most valuable asset – people, and become an “employer of choice” whose workforce reflects the diversity of the public we serve.



# **Appendices**

Appendix A Summary of Definable Actions

Appendix B Glossary of Terms

Appendix C Toolbox for Managers and Supervisors

Appendix D “Do’s and Don’ts” on Diversity Initiatives

Appendix E Selected Reasonable Accommodation Resources

## Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce

### Summary of Definable Actions

Page	Focus Area	Action	Performance Measure	Responsible Officials	Drivers
4	Diversity Goal	Increase workforce participation of women, minorities and people with disabilities	Percent of diversity increased in the applicant pool of people applying for employment across the Department of the Interior	Bureau Managers and Supervisors	GPRA
14	<b>Education of Managers, Supervisors and Employees</b>	Ensure mandatory training on valuing diversity and managing for diversity for all managers and supervisors	Percentage of managers and supervisors trained on achieving diversity	Bureau Managers, Supervisors and EEO Officials	HCP, MD-715
14		Train employees on the value of a diverse workforce	Percentage of employees trained on diversity	Bureau Managers, Supervisors and EEO Officials	HCP, MD-715
15		Survey employees to assess awareness of the Bureau's diversity efforts		Bureau Managers and Supervisors	HCP
15		Train managers and supervisors in use of available personnel tools, authorities, regulations and procedures	Percentage of managers and supervisors trained on personnel tools, authorities, regulations and procedures	Bureau Managers, Supervisors and HR Officials	GPRA, HCP, MD-715
15	<b>Recruitment for a Diverse Workforce</b>	Develop and use targeted recruitment plans to expand pool of qualified applicants		Bureau Managers and Supervisors	GPRA, HCP, MD-715
15		Include diversity analyses and planned recruitment as part of workforce planning		Bureau Managers and Supervisors	GPRA, HCP, Workforce Plan
15		Recruit applicants from diverse groups for temporary and student employment	Percentage of temporary and student employees converted to permanent	Bureau Managers and Supervisors	HCP, MD-715
16		Maintain a tracking system for applicant flow data by race, national origin, sex, disability and related disposition		Bureau HR and EEO Officials	MD-715



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Page	Focus Area	Action	Performance Measure	Responsible Officials	Drivers
16		Track and assess recruitment activities to ensure focus on improving participation in under-represented and mission critical occupations and leadership ranks	Analysis of applicant flow data by 1) race, national origin, sex and disability for permanent and temporary employment; 2) increase in participation rates by race, national origin, sex and disability in mission critical occupations and leadership ranks; and 3) diversity projections in workforce plan	Bureau HR and EEO Officials	HCP, MD-715, Workforce Plan
17		Develop and use targeted recruitment plans for hiring people with disabilities	Analysis of 1) applicant flow data for people with disabilities for permanent and temporary employment; and 2) permanent and temporary workforce for representation of people with disabilities in mission critical occupations and leadership ranks	Bureau Managers and Supervisors	HCP, MD-715, Workforce Plan
17		Evaluate employment processes and practices to identify and eliminate barriers for people with disabilities	Strategies implemented for hiring, placement and advancement of people with disabilities	Bureau Managers and Supervisors	MD-715
17		Provide reasonable accommodation to applicants with disabilities		Bureau Managers and Supervisors	MD-715, HCP, Reasonable Accom. Policy
18	<b>Retention of a Workforce that Reflects Diversity</b>	Monitor employee development and promotion practices to ensure equal opportunity for all employees and identify and eliminate barriers to advancement		Bureau Managers and Supervisors	MD-715
19		Examine employment processes such as classification, selection process, and career ladders and bridge positions in occupations with under-represented groups and develop plans to eliminate barriers	Progress made toward eliminating barriers that impede effective staffing and recruiting efforts	Bureau Managers and Supervisors	HCP, MD-715
19		Evaluate statistical analyses of permanent and temporary workforce participation rates by grade level and race, national original, sex and disability; and rates of selections for promotions, training opportunities and performance incentives	Percent improvement in the retention of women, minorities and people with disabilities	Bureau Managers and Supervisors	MD-715

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Page	Focus Area	Action	Performance Measure	Responsible Officials	Drivers
19		Provide reasonable accommodation to employees with disabilities	No findings of discrimination based on denial of reasonable accommodation	Bureau Managers and Supervisors	MD-715, Reasonable Accom. Policy
19		Evaluate workplace environments to identify and eliminate physical or systems barriers to employees with disabilities	No findings of discrimination based on accessibility within DOI facilities	Bureau Managers and Supervisors	MD-715
20		Use Individual Development Plans (IDPs) for continuous learning and to help determine training needs		Bureau Managers and Supervisors	HCP
21		Mentor individuals from different cultural, racial or academic backgrounds as well as new employees		Bureau Managers, Supervisors and Employees	HCP
21		Provide developmental opportunities (i.e. details, assignments, leadership training) to all interested employees		Bureau Managers and Supervisors	HCP, MD-715
21		Evaluate separation data by race, national origin, sex and disability to determine if specific groups are leaving at a rate above their representation in the workforce	Analysis of rates of voluntary separations by race, national origin, sex and disability	Bureau Managers and Supervisors	MD-715
22	<b>Zero Tolerance for Discrimination, Harassment and Retaliation</b>	Track findings of discrimination and complaints that have been resolved to ensure appropriate remedial actions are implemented quickly	Responses to findings of discrimination issued by DOI, EEOC, MSPB, or the U.S. District Court will be viewed as an indicator of success in meeting the Zero Tolerance Policy	Bureau Managers and Supervisors	MD-715, No Fear Act
22		Train employees on their rights and remedies under the Federal EEO Complaint Regulations and the Whistleblower Protection Act	Percentage of employees trained on their rights and remedies under Federal EEO Complaint Regulations and the Whistleblower Protection Act	Bureau Managers, Supervisors and EEO Officials	No Fear Act
22		Assess surveys, or other means, to track trends in employee expressions of fair and respectful treatment and to identify work areas needing remedial action	Quantitative and qualitative analysis of employee data that demonstrates improvement in trends, survey results, complaint activity and other measures	Bureau Managers and Supervisors	HCP, MD-715
22		Improve speed of complaints processing and complaint resolution	Implementation of DOI-wide automated complaints tracking system	Bureau Managers, Supervisors and EEO Officials	MD-715

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Page	Focus Area	Action	Performance Measure	Responsible Officials	Drivers
22		Strengthen EEO counseling program through training and skills development, and use of ADR program, to resolve complaints at any stage of the process	Reduction in the number of active complaints on an annual basis; increased percentage of resolutions; increased percentage of complaints processed within the EEOC timeframes; analysis of final agency decisions; and analysis of information on active complaints	Bureau Managers, Supervisors and EEO Officials	MD-715
23	<b>Ensuring Accountability</b>	Review, evaluate and monitor management actions to ensure they incorporate the strategies identified in this plan	DOI Leadership will determine whether workforce data shows steady progress in the improvement of diversity	DOI Senior Leadership	GPRA, HCP
23		Report diversity accomplishments to MIT at regularly scheduled meetings		Bureau Managers and Supervisors	GPRA, HCP
23		Include diversity element in performance measures of SES, Departmental and Bureau managers and supervisors		DOI Senior Leadership	GPRA, HCP

Notes: GPRA – DOI Strategic Government Performance and Results Act Plan  
HCP – DOI Strategic Human Capital Management Plan  
MD-715 – Equal Employment Opportunity Commission Management Directive 715 on equal opportunity and non-discrimination  
No Fear Act – Notification and Federal Employees Anti-discrimination and Retaliation Act  
Reasonable Accommodation Policy – DOI policy on providing reasonable accommodation to employees and applicants with disabilities  
Workforce Plan – Bureau workforce planning

The five focus areas highlighted in the Strategic Plan for Achieving and Maintaining a Highly Skilled and Diverse Workforce are consistent with existing strategies in other diversity initiatives and programs of equal employment opportunity, which includes: Equal Access; Non-discrimination; Reasonable Accommodation; Information Technology Accessibility; Structural Accessibility and Compliance; Federal Equal Opportunity Recruitment Program; Disabled Veterans Affirmative Action Program; Employment Opportunities for Individuals with Disabilities; Hispanic Nine-Point Plan; and Asian/Pacific Islanders Initiative.

# Appendix B

## Glossary of Terms

1. Applicant Flow Data - information reflecting characteristics of the pool of individuals applying for an employment opportunity.
2. Barrier - an agency policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background, or for an individual (or individuals) based on disability status.
3. Civilian Labor Force (CLF) - persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.
4. Diversity - focuses on the quality of work environment and improved utilization of the skills of all employees. Dimensions of diversity include, age, ethnicity, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, parental status, religious beliefs, work experience, etc.
5. Employment Decision – any decision affecting the terms and conditions of an individual’s employment, including but not limited to hiring, promotion, demotion, disciplinary action, and termination.
6. Equal Employment Opportunity - refers to ensuring that persons are not subjected to unlawful discrimination based on race, color, national origin, gender, religion, age, or disability in employment-related policies, procedures, practices, and other terms and conditions of employment.
7. Leadership Ranks – refers to DOI white collar grades 13, 14, 15, Senior Executive Service, and Senior Leader positions.
8. Mission Critical Occupations – refers to DOI occupations as identified under the 26 career groups.
9. Reasonable Accommodation – generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability.
10. Relevant Civilian Labor Force (RCLF) - the source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.
11. Under-representation - a situation in which the number of women or members of a minority group within a category of employment constitutes a lower percentage of the total number of employees within the employment category than the percentage that women or the minority group constitutes within the relevant civilian labor force.

*Office of Human Resources*

***TOOLBOX  
FOR  
MANAGERS AND  
SUPERVISORS***

(As of November 18, 2004)

*Note:*

*The purpose of this tool box is to provide managers and supervisors with information about programs, authorities and flexibilities that exist to help them recruit, hire and develop their employees, as well as shape their workforce.*

*The tools listed herein are not intended to be all-inclusive. Individual bureaus/equivalent offices may have other authorities applicable to their programs and may continue to use those authorities.*

*To find out how these tools can help you, contact your servicing personnel office for additional guidance. The use of some tools may require higher level approval.*

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## NON-COMPETITIVE HIRING AUTHORITIES & PROGRAMS

Non-competitive authority allows the agency to appoint an individual under such authority without requiring open competition from the general public. However, there still may be a need to announce the position due to regulations related to downsizing -- but with a more limited area of consideration.

- **Appointment of Former Peace Corps and VISTA Volunteers**

**Time limits:** Within one year (may be extended under certain circumstances) after the person completes the qualifying service.

**Qualifying Service:** Peace Corps certification required.

**Type of appointment given:** Career-conditional appointment.

- **Appointment of Present and Former Peace Corps Personnel**

**Service requirement:** Thirty-six continuous months of service as a Peace Corps staff member. (Note: This appointment does not apply to veterans).

**Time limits:** Within three years of separation from the Peace Corps staff.

**Type of appointment given:** Career-conditional appointment.

- **Appointment of Certain Former Overseas Employees**

**Service requirement:** Fifty-two weeks of creditable overseas service.

**Creditable service:** Service in an appropriated fund position performed by a family member under a local hire appointment. The service must have been during the time the family member was accompanying a sponsor (a Federal civilian employee, a Federal non-appropriated fund employee, or a member of a uniformed service) officially assigned to an overseas area.

**Time limits:** Within three years following the date of returning from overseas to the Continental United States (CONUS).

**Type of appointment given:** Career-conditional appointment.

- **Employment Under the Veterans' Recruitment Appointment (VRA) Authority.**

**Requirements:** Must have served on active duty for a period of more than 180 days after August 4, 1964 and received other than a dishonorable discharge.

**Time limits:** Vietnam-era veterans qualify for 10 years after being discharged or separated from active duty. Post-Vietnam-era veterans qualify for 10 years after the date

of discharge or release from active duty, or until December 31, 1999, whichever is later. Veterans with a service-connected disability of 30 percent or more have no time limit.

**Conditions of Employment:** The VRA authority can only be used to fill positions up to and including the GS-11 level.

**Type of appointment given:** This is an excepted service appointment, after two years of service; an employee may be converted to a career conditional appointment in the competitive service.

- **Employment of Disabled Veterans Enrolled in a Veterans Administration Training Program**

**Requirements:** Must be appointed to the type of position for which trained.

**Time limits:** Within one year of completing training program.

**Type of appointment given:** Career-conditional appointment.

- **Appointment of a 30 Percent or More Disabled Veteran**

**Requirements:** Certification from the Department of Veterans Affairs that the person has a service-connected disability of 30 percent or more. The veteran is hired under a temporary appointment and the agency may convert the employee to a permanent position.

**Type of appointment given:** The initial appointment is temporary; however, the employee may be later converted to a career-conditional appointment.

- **Appointment of Current or Former Interior Employees on the Reemployment Priority List (RPL).**

**Requirements:** Qualified Department employees who have received a Reduction-in-Force (RIF) notice or a Certification of Expected Separation or who have been separated through RIF; or employees who are fully recovered from a compensable injury after more than one year are also entitled to register for the RPL. Eligibility is only applicable to the local commuting area.

**Time limits:** Career employees retain RPL eligibility for two years from the date the employee is entered on the RPL. Employees serving career-conditional appointments retain eligibility for one year.

- **Outstanding Scholar Program.**

A special hiring authority established for entry-level administrative positions at the GS-5 and GS-7 level. (This authority is authorized under the terms of a consent decree and can only be used for specific series and job titles).

**Requirements:** College graduates with a GPA of 3.45 or better or who have graduated in the upper 10 percent of their class.

**Type of appointment given:** Career-conditional appointment.

- **Bilingual/Bicultural Program**

This program permits agencies to hire persons who have proficiency in Spanish and/or knowledge of Hispanic culture, and are otherwise qualified, for positions in which interaction with the public or job performance would be enhanced by having bilingual and/or bicultural skills.

**Requirements:** Only certain occupational series may be filled using this authority; it may only be used to fill positions at the GS-5 or GS-7 levels where promotion potential exceeds the GS-9 level.

**Type of appointment:** Career-conditional appointment.

- **Employment of a Student Under the Student Educational Employment Program (SEEP)**

**The Student Career Experience Component of the SEEP** provides conversion to the competitive service. This program provides work experience directly related to a student's academic field of study with formal work periods of work and study. The student is required to complete 640 hours of career related work and to have graduated to be eligible for conversion.

**Type of appointment given:** While in school, the student is on an excepted appointment. Once the student has met the eligibility criteria, he or she can be converted to a career-conditional appointment.

**Grade levels:** Grade levels vary depending on the student's qualifications. Students are usually hired at the GS-2 through GS-5 levels.

- **Presidential Management Fellows (PMF) Program**

Previously known as the Presidential Management Intern Program, the PMF was established to attract to the Federal service outstanding graduate students from a variety of academic disciplines who have an interest in, and commitment to, a career in the analysis and management of public policies and programs. Executive Order 13318,

signed in November 2003, renamed the program, removed the previous hiring cap, extended coverage to the excepted civil service and added a Senior PMF component. Graduate students participate in a competitive nomination process devised by their college or university. The PMF appointee will participate in rigorous training and development programs to include rotational assignments of varying duration.

Senior fellow appointments are reserved for those outstanding individuals who have demonstrated a commitment to Federal service, but already possess outstanding leadership, managerial, professional and/or technical experience through work with government agencies or the private sector. Senior fellows may be recruited from within or outside government service.

**Type of appointment given:** PMFs and Senior PMFs receive an initial two-year excepted service appointment. After successfully completing the program, PMFs may be eligible for conversion to a permanent career-conditional appointment.

**Grade levels:** PMFs are hired at the GS-9 level. After successful completion of the first year, PMFs are eligible for promotion to the GS-11 level. Upon completion of the two-year internship, PMFs are eligible for promotion to the GS-12 level. Senior fellows can be hired at GS-13, GS-14, GS-15 or equivalent. Placement of Senior Fellows at specific grade levels is dependent upon the candidate's qualifications.

- **Diversity Intern Program**

**The Diversity Intern Program** is a recruitment program created by the Department under SEEP authority. This program is aimed at creating a pipeline of qualified and motivated students for entry-level professional positions. Students are selected for this program while still in college. They combine work and studies and are eligible for conversion to permanent career-conditional appointments after completing 640 hours of career related work assignments and after having graduated.

**Eligibility:** Applicants applying for the Department Diversity Intern Program must submit an application through partner organizations, be enrolled at least half-time in a college or university, and have maintained a 3.0 GPA. Also, applicants must submit recommendations and evaluations from their university/summer supervisor.

**Grade levels:** Undergraduate students selected for the program are generally brought in at the GS-3 or GS-4 level. Graduate students are generally brought in at the GS-5 or GS-7 level.

**Types of appointment:** This is an excepted service appointment, upon conversion; employees are given career-conditional appointments.

- **Solicitor’s Honors Program**

**The Solicitor’s Honor Program** is an entry-level hiring program for attorneys. Eight to ten participants are selected each year.

**Eligibility:** Third year law students.

**Grade level:** GS-11 or GS-12, depending upon level of education and experience.

**Type of appointment:** All attorneys and law clerks are given excepted service appointments.

- **Alaska Local Hire Program**

**The Alaska Local Hire Program** allows for public land agencies to employ people who, by reason of having lived or worked in or near public lands in Alaska, have “special knowledge or expertise concerning the natural or cultural resources of the public lands.” Positions filled do not count against FTE allocations.

**Types of appointment:** Excepted service appointments.

**Grade levels:** No restrictions.

- **Schedule A - Contiguous Appointing Authority**

**This appointing authority** is mainly used to hire people to work in isolated locations. It can be used to fill technical, maintenance, and clerical positions only.

**Grade level:** Positions may be filled at or below the GS-7, WG-10 or equivalent grade levels.

**Eligibility:** Employees appointed under this authority must maintain a permanent and exclusive residence within, or contiguous to, a field activity or district, and be dependent for livelihood primarily upon employment available within that field activity.

**Type of appointment:** This is an excepted service appointment.

- **Appointing Authority for Hiring of Mentally Retarded Persons**

**Eligibility:** Must be certified by a State rehabilitation or Veterans Affairs counselor as likely to succeed in the performance of the duties.

**Type of appointment:** This is an excepted service appointment; conversion to a career conditional appointment in the competitive service is possible after two years of service.

- **Appointing Authority for Hiring of Persons with Psychiatric Disabilities or Severely Physically Disabled Persons**

There are two authorities under which this can be accomplished:

1) Temporary appointments of severely physically disabled individuals or individuals with psychiatric disabilities can be made when needed to demonstrate qualifications for permanent appointment. After successful completion of this trial period, the employee can be converted to a permanent position; or

2) Permanent appointment can be made when filled by severely physically disabled persons or individuals with psychiatric disabilities who have either demonstrated their ability to perform the duties of the position -- or have been certified by counselors of State vocational rehabilitation agencies or the Department of Veterans Affairs, as likely to succeed.

**Type of appointment:** Temporary or excepted service appointment. Conversion to a career conditional appointment in the competitive service is possible after two years of service.

- **Employment of Students with Disabilities – Workforce Recruitment Program**

Coordinated by the Department of Labor's Office of Disability Employment Policy and the U.S. Department of Defense, the Workforce Recruitment Program (WRP) aims to provide summer work experience, and in some cases, permanent employment for college students and recent graduates with disabilities. Students come from a wide variety of academic backgrounds, including science, computers, engineering, communication, business and administrative support. This program offers employers access to candidates across the nation, by state, school or major. It gives the flexibility of hiring for summer internships, temporary, or permanent positions, and provides a method to evaluate summer interns for permanent staffing needs.

**The purpose of the program** is like any other student program - to provide students with exposure to career opportunities and to provide the Department with a pool of qualified and motivated students for entry-level positions.

- **Worker-Trainee Program**

This program is aimed at unskilled workers with a goal of providing formal and on-the-job training. The program requires a vacancy announcement but there is no requirement to rate applicants.

**Type of appointment and conversion rights:** Trainees are given a temporary appointment and after three years of satisfactory performance the trainee may be converted to a permanent appointment.

**Grade levels:** Workers are hired into GS-1 through GS-3, WG 1 and WG-2 positions. It is designed to provide promising individuals an opportunity to learn marketable skills. During the first 3 years, the worker-trainee may be reassigned or promoted up to GS-4 or WG-5.

- **Youth Conservation Corps Programs**

An employment program for young men and women who work on projects that further the development and conservation of the natural resources of the U.S. Although it is not permanent employment, it is a program that helps disadvantaged youths gain valuable work experience and, at the same time, provides managers with needed assistance in accomplishing these types of projects. The hope is that the students will be placed in permanent positions after completion of the program.

- **Indian Employment Preference Policy in the Bureau of Indian Affairs**

The Bureau of Indian Affairs is required, by law, to give preference to persons of Indian descent in filling positions whether through initial appointment, promotion, reassignment or transfer.

**Type of appointment:** The initial appointment is in the excepted service. After three years of continuous service and satisfactory performance under this authority, employees are eligible for non-competitive conversion to a career appointment in the competitive service.

- **Federal Career Intern Program (FCI)**

The Federal Career Intern Program provides career enhancement opportunities for Federal employees as well as employment for individuals seeking Federal careers.

**Type of Appointment:** Individuals are appointed in the excepted service at the GS-5, GS-7, or GS-9 trainee level. Participants serve a two-year internship and receive formal training. Upon successful completion of the internship, participants may be converted to competitive service appointments.

## TOOLS TO ATTRACT AND RETAIN HIGHLY QUALIFIED EMPLOYEES

- **Recruitment and Relocation Bonuses; Retention Allowances**

- **Recruitment Bonus:** One-time payment for a newly appointed employee when it is determined that, in the absence of such a bonus, extreme difficulty would be encountered in filling the position.

**Amount of bonus:** Up to 25 percent of the employee's base pay.

**Continued Service:** Employees must sign a service agreement to continue employment with DOI for a minimum of six months.

- **Relocation Bonus:** One-time payment for current employees only. Employee must be relocating to a new commuting area for a minimum of six months.

**Amount of bonus:** Up to 25 percent of the employee's base pay.

- **Retention Allowance:** Payment made to a current employee or a group of employees whose qualifications are unique or the agency has a special need that makes it essential that the employee be retained, and a determination is made that the employee would be likely to leave the Federal service in the absence of the allowance.

**Amount of allowance:** Up to 25 percent of the employee's base pay and 10 percent of basic pay for a group of employees. Payment is included in the employee's bi-weekly salary.

- **Superior Qualifications Appointment**

A new employee's pay may be set at a rate above the minimum General Schedule (GS) grade because of superior qualifications of the employee or in situations where a bureau determines it has a special need for that employee's services.

**Recommendation:** When considering a superior qualifications appointment, managers must first consider the possibility of using a recruitment bonus.

**Justification:** Factors to be considered in the justification include the candidate's existing pay, the unique qualifications the candidate brings to the job that other candidates did not possess, the reasons for not offering a recruitment bonus, and the fact that the candidate would likely not accept the job at the lower rate of pay.



- **Delegated Examining Authority**

The Office of Personnel Management has given agencies the authority to announce their own jobs to the general public and to certify the top three candidates. This provides more flexibility in the hiring process. One such flexibility is the use of direct hire procedures:

**Direct Hire Procedures:** This is an extremely useful tool which can simplify the recruitment process for hard-to-fill positions. The criteria for direct hire are: 1) an open continuous job announcement; 2) active recruitment for the position; and 3) an insufficient supply of qualified candidates to fill current vacancies.

**The advantages of direct hiring are:**

1) If a highly qualified applicant is found, they need only submit their application to the open continuous announcement, they are rated and ranked against established criteria (along with other applications previously submitted) and a certificate can be issued rather quickly.

2) Since the announcement is open continuously, when a vacancy occurs, a manager can request a certificate based on those who have applied up to that point. It shortens the process.

- **Use of Selective Factors**

**What is a selective factor?** It is a knowledge, skill or ability that is essential to the successful performance of the duties of a position. A selective factor must be tied directly to the duties in the position description of a particular position and included in the vacancy announcement.

**How is it used?** It is used as an objective, yet mandatory, criterion to narrow the selection process down to only those applicants that have this specific knowledge, skill or ability. Those applicants who do not meet the selective factor are not given further consideration.

**What are examples of selective factors?** Examples are: a license or certification required to perform the job, an ability to speak Spanish, a particular emphasis in a field of study, and experience with a specific software program.

- **Student Loan Repayment**

The Student Loan Repayment program is an incentive that pays a new or current employee's student loan in return for a prescribed period of continued service.

**Amount of Payment:** The program authorizes repayment of all or part of an employee's student loan. The maximum amount paid on behalf of an employee is \$10,000 in a calendar year. The lifetime total payment, per employee, is \$60,000. Employees must

sign a service agreement to continue employment with DOI for a minimum of three years.

## **TOOLS TO MEET SHORT TERM HIRING NEEDS**

- **Term Appointments**

A Term appointment is a non-status appointment in the competitive service for a specified period exceeding one year and lasting no more than four years. Term appointments are used to fill positions which are expected to last longer than one year, but which are clearly not of a continuing nature and will terminate upon completion of work. Examples include special project work, staffing a new or existing program of limited duration and replacing permanent employees who have been temporarily assigned elsewhere or on extended leave.

**Time limits:** Appointments are made in one year increments up to four years.

**Conversion rights:** There are no conversion rights available to term employees to allow them to move into permanent positions.

- **Temporary Appointments**

To be used to fill a position on a short-term basis. A job announcement is required but ranking is not - which simplifies the process.

**Time limits:** Appointments cannot exceed one year. Extensions can be approved for one additional year.

**Conversion rights:** There are no conversion rights available to temporary employees to allow them to move into permanent positions.

## DEVELOPMENTAL TOOLS - OR HOW TO HELP YOUR EMPLOYEES GET AHEAD

### DEVELOPMENTAL PROGRAMS

- **Upward Mobility Program**

**Purpose:** A competitive career development program that focuses on underutilized or under trained employees with demonstrated potential and an interest in career advancement. It is also a tool to help achieve the Departmental goal of a diversified workforce by assisting under trained employees to begin the process of moving up. As a systematic management effort it creates career opportunities to help develop the skills and abilities of the Department's workforce.

An Upward Mobility Program goes hand-in-hand with a workforce analysis. It is one way of ensuring an organization will be able to meet its critical occupational needs of the future - by tapping into the potential of its current human resources.

- **Senior Executive Service (SES) Candidate Development Program (SESCDP)**

**Purpose:** To develop highly qualified candidates for future SES vacancies within the Department of the Interior. A concerted effort is made by this program to attract a diverse applicant pool to help ensure diversity in our leadership of the future.

**Eligibility:** Employees at the GS-14 and GS-15 or equivalent level.

**Promotion potential:** Employees who successfully complete the program are eligible to be considered non-competitively for SES positions.

- **Team Leadership Program**

**Purpose:** To develop the potential of current Interior employees, to enable them to become effective leaders of the future. The focus is to create leaders who can effectively utilize the strengths of a team approach and who understand environmental and conservation issues.

**Eligibility:** Current GS-11 through GS-14 employees.

**Promotion potential:** Upon successful completion of the program, employees will be awarded a three-year certificate allowing them a one-grade, non-competitive promotion to any position for which they are technically qualified. Promotions are subject to the provisions of the Department's merit promotion plan.

- **Executive Potential Program (EPP)**

**Purpose:** To develop mid-level managers.

**Eligibility:** Employees at the GS-13 and GS-14 levels.

**Length:** One year, non-residential, trainees remain in their home positions.

- **Mid-Level Leadership Development Program**

**Purpose:** To provide a management development program which covers supervisory skills, career assessment, leadership, team building, and current management issues.

**Eligibility:** Employees at the GS-11 and GS-12 levels.

**Length:** One year, non-residential, trainees remain in their home positions.

## TOOLS TO HELP MANAGE AND MOTIVATE EMPLOYEES

- **Position Management**

Supervisors are responsible for ensuring there is a fair distribution of developmental and career enhancing assignments. They must also make sure that employee position descriptions are accurate and, as duties change, those employees' position descriptions are updated and reclassified, if necessary.

- **Performance Management**

Supervisors must provide constructive feedback to employees on how they are performing their assigned duties. Honest feedback is an essential element of career development as well as a tool for helping employees reach their full potential.

- **Awards**

There are a variety of awards, monetary and non-monetary, available to supervisors and managers to be used as tools to motivate individual employees, teams or organizations to sustain a high level of performance. Some examples of awards and their use follow. Consult your human resources specialist for a complete list of award tools.

- **Monetary Awards** – For achieving organizational results; providing quality customer service; displaying exemplary behavior, dedication, innovation, and/or team cooperation; fostering partnerships; promoting diversity; ensuring safety in the workplace; and, for sustained exceptional performance

- **Special Act Award** – A cash award of a gross value between \$91 and \$910 granted in recognition of achievements. Previously called an On-The-Spot Award.

- **STAR (Special Thanks for Achieving Results) Award** - A cash award of \$925 (gross) or more - commensurate with value of an individual or team accomplishments that promote DOI programs.

- **Quality Step Increase** – A pay increase, equivalent of a within-grade increase, for sustained exceptional performance in achieving critical results in the employee's most recent performance plan and with the expectation of continued high-level performance.

- **Non-Monetary Recognition**

**Items of nominal value** (up to \$50 cash value) such as coffee cups, pens, paperweights, plaques, T-shirts, etc.

**Items of significant value** (from \$51 to \$250 cash value) such as pen-and-pencil sets, clocks, desk organizers, jackets, watches, gift certificates, tickets to events, etc.

**Time-Off Recognition** - an excused absence award to an employee without charge to leave or loss of pay. Minimum amount of time off is one hour; there is no restriction on the maximum amount of time off.

**Length-of-Service Recognition** - certificates and/or pins are awarded at various milestones in an individual's career.

**Informal Honors** - letters of commendation, certificates, "thank you" notes, or similar items.

**Honor Awards** - to recognize employees for outstanding service, exceptional contributions, or heroism, and to recognize private citizens who have contributed significantly in supporting the Department's mission and objectives. Such items as citations, certificates, pins, and medals are presented depending on the type of honor award.

**Continuous Improvement Incentives** - used to recognize individuals and team members for cost savings, quality improvements, innovation, creativity, and the sharing of ideas.

**Productivity Improvement Awards** - Cash award or other recognition for cost-savings. The award shares some portion of the cost savings with the employee.

- **Details/Temporary Promotions**

Both details and temporary promotions are tools that can be used to provide developmental opportunities for employees as well as an effective means of temporarily filling positions for short term needs.

Details may be internal to the bureau or the Department, or they may be to other Federal agencies.

**Time limitations:** Temporary promotions, or details to positions with known promotion potential, may be made non-competitively if they do not exceed 120 calendar days.

- **Intergovernmental Personnel Act Assignments (IPAs)**

Authorizes the temporary assignment of employees between Federal agencies and State, local and Indian tribal governments, institutions of higher education and other eligible organizations.

**Purpose:** For the sharing of information and skills in projects or programs of mutual interest or benefit to the two organizations involved.

**Time limits:** Assignments of Federal employees are made for up to two years and may be extended for up to two more years. There is a lifetime limit for Federal employees of six years.

- **WORK LIFE PROGRAMS**

- *Alternate Work Schedules (AWS) Programs* offer the flexibility to adjust the customary fixed work schedule that typically includes eight hours a day, five days a week, with the same beginning and ending time each day. When utilized properly, AWS can be of great benefit to employees, the Department, our clients and the environment.

Employers may benefit by attracting and retaining a high-quality workforce; increased, or improved employee performance and productivity; and reduction in employee tardiness and/or absence. Employees can benefit by being permitted to structure their work schedules to best attend to their needs outside of the office. Clients can benefit through increased hours of service. On a national and environmental level, traffic congestion and its associated health, pollution and energy problems can be reduced by staggering the traditional rush-hour traffic schedule.

- **Flexible schedules** allow employees to vary arrival and departure times (and lunch breaks), considering “core” hours when employees must be present.
- **Compressed schedules** allow employees to extend their normal work days to reduce the total number of days worked per pay period.

**Note: Implementation of any AWS may require union approval.**

- **WORK SCHEDULES**

The Federal government defines a work schedule as the hours of a day and the days of an administrative work week that constitutes an employee’s tour of duty. Supervisors establish work schedules based on criteria to include work requirements and funds available. The most common work schedules are:

- **Full-Time** - A basic workweek for most full-time employees is normally 40 hours of scheduled work extending over no more than six of seven consecutive days. There are variations to the 40 hour work week for employees whose tours cannot be regularly scheduled or involve standby time. Some organizations provide their employees with the option of flexible or compressed work schedules as well.
- **Part-Time** - A part-time tour of duty means regularly scheduled work from 16 to 32 hours per week.
- **Intermittent** - An intermittent work schedule requires employees to work on an irregular basis for which there is no prearranged tour of duty.
- **On-Call** - An on-call schedule is used when the work is sporadic or unpredictable. Such a schedule normally has an expected cumulative service period of at least six months in a pay status each year.
- **Seasonal** - A seasonal work schedule is used when an employee works on an annually recurring basis for less than 12 months (2087 hours) each year. An example is an employee responsible for snow removal or seasonal grounds maintenance.
- **Teleworking** – An alternative paid work arrangement for employees to perform some or all of their work away from their typically used office. Employees can telework from home or at an alternative office located closer to their residence.

**Types of Telework:** Core telework occurs on a routine or regular basis away from the principal place for one or more days per week. Situational telework is performed on an occasional, non-routine basis.

**Program Requirements:** An employee's performance and conduct must be satisfactory, and the employee's job characteristics must be appropriate for Telework. An agreement must be completed, agreed upon, and signed by both the employee and their supervisor prior to teleworking.

**Program Benefits:** Teleworking is an innovative management tool that can help reduce employee absenteeism, improve performance and productivity, reduce stress, accommodate employees with continuing or temporary health problems or who might otherwise have to retire on disability, reduce commuting time and costs, capitalize on peak productivity periods, provide an environment of fewer distractions, and allow greater flexibility in balancing work and personal responsibilities.

This is also a valuable tool that can improve employment opportunities for the disabled and mobility-restricted persons. Teleworking can reduce problems associated with dependent care, but telework is not a substitute for child care or elder care. Telework can also reduce traffic congestion and its associated health,



pollution and energy problems and telework allows Government services to continue during emergency situations such as adverse weather conditions.

- **Transportation Subsidy** – All DOI employees who do not participate in an agency-sponsored parking program are eligible to participate in the Transportation Subsidy Program. Under this program, employees who incur qualifying transportation expenses commuting to and from work are eligible to receive a benefit of up to \$100 per month, based on actual monthly commuting costs per employee. Qualifying transportation expenses include use of mass transit facilities, e.g., subway, rail, bus, etc.; or use of commuter highway vehicle such as a vanpool having a seating capacity of at least six adults and which is used for transporting employees to and from work.

Transportation subsidies are issued in the form of fare tokens or tickets, or as a reimbursement through the Reimbursement Voucher. Fare media are issued to employees quarterly at pre-established locations by Department of Transportation personnel. Employees utilizing vanpool or bus services in remote locations not served by a metropolitan transit authority may receive a monthly reimbursement via payroll by completing the Reimbursement Voucher form.

Employees may enroll in the Transportation Subsidy Program through their Human Resources Office, or by contacting their Bureau or Office Transportation Subsidy Program Coordinator.

- **Employee Assistance Program (EAP)** - This can be a source of help to employees who are experiencing problems on the job or at home. The EAP works with employees and their family members to address substance abuse, family issues, and personal problems such as financial, and job concerns. Consult your Human Resources office for additional information on the EAP program and telephone numbers to call.
- **Training** for employees and managers can help accomplish the work of the office. Training in leadership, employee motivation, conflict resolution for managers is available to help manage employees. Training in career skills and effective work practices can help employees to perform their job better. Local training coordinators can provide more information.
- **Personnel Authorities Delegated to Bureaus**

Personnel management authorities have been delegated to the bureaus, with limited exceptions, that provide managers and supervisors more flexibility in designing personnel programs that fit their specific needs. The delegations also eliminate the time previously spent in obtaining higher level clearances outside individual bureaus. The result has been more efficient and effective ways of doing business.

## **SPECIAL TOOLS REQUIRING OUTSIDE APPROVAL**

- Higher special rates of pay may be established by the Office of Personnel Management, upon request by Department headquarters, for an occupation or group of occupations nationwide or in a local area based on a finding that the Government's recruitment or retention efforts are, or would likely become, significantly handicapped without those higher rates. The minimum rate of a special rate range may exceed the maximum corresponding grade by as much as 30 percent. 5 USC 5305; 5 CFR part 530, subpart C.
- OMB, in consultation with OPM, may use a critical pay authority to increase the rate of basic pay up to the rate for Executive Level 1 for a position that requires expertise of an extremely high level in a scientific, technical, professional or administrative field or one that is critical to the agency's successful accomplishment of an important mission. 5 USC 5377; OMB Bulletin No. 91-09.
- Upon request of an agency, OPM is authorized to waive the requirement for a reduction in the retired pay of a civilian retiree upon reemployment in a civilian position. OPM may approve waivers to meet temporary emergency hiring needs or when the agency has encountered exceptional difficulty in recruiting or retaining a qualified candidate for a particular position, and may specify a time limit for reemployment without penalty. 5 USC 8344(i), and 8468(f); 5 CFR part 553, subpart B.

## **WORKFORCE SHAPING TOOLS**

- **"Early-Out" Authority (Requires OPM Approval)**

Upon request, the Office of Personnel Management (OPM) can grant voluntary early retirement authority (VERA) as governed by 5 CFR 831.114 (CSRS) and 842.213 (FERS). Before a VERA can be granted, the Department must show that it is:

1. Undergoing a major reduction in force, major reorganization, or major transfer of function; and
2. A significant percentage of the employees will be involuntarily separate, or subject to reduction in basic pay. Factors considered in this determination include lack of funds, shortage of work, reorganization, skills imbalances, or closures.

The key is providing details of the reorganization plan and identifying the affected positions, i.e., why and how we are reorganizing, what bureaus and offices will be involved, how many employees will be involuntarily separated, where are the positions – organizational units and geographic areas, etc.

Any request must include the following information

- Reasons why the voluntary early retirement authority is needed. Our request must include a detailed overview of the situation that has resulted in an excess of personnel.

- Identification of the coverage of the authority. VERAs may be provided on a bureau-wide basis or for specific organizational units.
- The window period during which you anticipate VERA will be needed.
- The number of temporary and non-temporary employees in the bureau or organization covered by the VERA request.
- The total number of non-temporary employees in the bureau who are, or will be, separated, surplus, or excess during the period of the major reorganization, reduction-in-force, or transfer of function on which the request is based.
- The total number of employees in the bureau who are eligible for voluntary early retirement.
- The total number of employees in the bureau who are expected to retire early during the period covered by the request.

Once the Department provides this information, OPM approval is expected in approximately 5 business days.

- **“Buy-Out” Authority (Requires OPM and OMB Approval)**

The Department can request approval of Voluntary Separation Incentive Payments (VSIP).

- **Hiring Freeze**

Hiring freezes can help stockpile vacancies for use in placing people impacted by restructuring, competitive sourcing, and other management initiatives. Bureaus can implement hiring freezes within their bureau when they deem it appropriate. Department-wide freezes or inter-bureau freezes would only be implemented when it is determined that the magnitude of outplacement activities warrant it.

Hiring freezes have consequences that must be considered before implementation. Among other things, hiring freezes can adversely impact morale as potential promotion opportunities are frozen; require a considerable expenditure of time and resources to oversee and administer; and impact accomplishment as jobs are kept vacant longer than normal. In addition, it takes a long time to reopen hiring channels and regain the confidence of applicants that have been negatively impacted by a hiring freeze.

## **Do's and Don'ts on Diversity Initiatives**

These “Do's and Don'ts” are prepared as guidance in implementing the Department's diversity recruiting initiatives:

### **A. DO's**

1. Conduct outreach programs. We must make vigorous concerted efforts to assure that all applicant pools are diverse.
2. Target recruitment initiatives to assist in our efforts to have diverse applicant pools. EEO offices can use the DI Form 1935 to collect race and national origin (RNO) data on all applicants. All candidates for positions with DOI must be assured that RNO and gender data are provided on a voluntary basis. The RNO and gender data will be used for statistical analysis only and cannot be used to identify the RNO or gender of individual applicants.
3. EEO and Personnel offices should analyze applicant pools, using the known RNO and gender data to ascertain the following:
  - (a) What is the RNO and gender composition of the applicant pool?
  - (b) What is the demographic profile of the Relevant Civilian Labor Force (RCLF)?
  - (c) Do the applicant pools reflect the RCLF?

This analysis will assist in measuring the success of the outreach efforts.

4. Re-advertise a position if under-represented groups in applicant pools are not reflective of the RCLF. In instances where the position is being re-advertised, various outreach efforts should be broadened in order to reach a larger pool of potential applicants.
5. Analyze the selection process to ascertain unjustified barriers to under-represented groups, before the certificate is presented to the selecting official. For example, if the certificate does not reflect the RNO and gender representation found in the applicant pool, EEO and Personnel may analyze the certificate to determine if there are unjustified barriers that can be remedied before it is forwarded to the selection official. If no barriers are identified, the certificate will be forwarded to the selecting official. This process may also include re-advertising the position, if the barriers identified are not justified and cannot be otherwise corrected. All qualified applicants who applied under the canceled job announcement will automatically become a part of the applicant pool for the re-advertised position.

6. Ask for written justification regarding all selection decisions, however, the justification must be related to the candidate's qualifications. Data concerning the candidate's RNO or gender cannot be included in this process.
7. Track selection decisions to monitor hiring patterns. Self-assessment of hiring practices is encouraged.
8. Hold managers accountable for failure to follow DOI directives on ensuring equal opportunity as identified in the individual manager's performance plan.

**B. Don'ts**

1. Set quotas. Cannot set aside positions to be filled by any RNO or gender group.
2. Use RNO or gender as a factor in the selection process unless constitutional (equal protection) and Title VII requirements are met. Must consult with the Office of Civil Rights and the Solicitor's Office before taking such actions.
3. Forward RNO or gender data on individual applicants to selecting officials.
4. Provide monetary or administrative incentives to a manager for improving diversity representation.

### **Selected Reasonable Accommodation Resources**

#### **U.S. Equal Employment Opportunity Commission**

1-800-669-3362 (Voice), 1-800-800-3302 (TTY), Web: <http://www.eeoc.gov/>

The EEOC's Publication Center has many free documents on the Title I employment provisions of the ADA, including both the statute, 42 U.S.C. 12101 et seq., and the regulations, 29 C.F.R. 1630. In addition, the EEOC has published a great deal of basic information about reasonable accommodation and undue hardship. The three main sources of interpretive information are (1) the Interpretive Guidance accompanying the Title I regulations (also known as the "Appendix" to the regulations), 29 C.F.R. pt. 1630 app. 1630.2(o), (p), 1630.9; (2) Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act, <http://www.eeoc.gov/policy/docs/accommodation.html/>; and (3) A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act, [http://www.eeoc.gov/policy/docs/adamanual\\_add.html/](http://www.eeoc.gov/policy/docs/adamanual_add.html/). The Technical Assistance Manual includes a 200-page Resource Directory, including federal and state agencies and disability organizations, that can provide assistance in identifying and locating reasonable accommodations.

The EEOC also has discussed issues involving reasonable accommodation in the following guidance and documents: (1) Enforcement Guidance: Pre-employment Disability-Related Questions and Medical Examinations; (2) Enforcement Guidance: Workers' Compensation and the ADA; (3) Enforcement Guidance: The Americans with Disabilities Act and Psychiatric Disabilities; (4) Fact Sheet on the Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964; and (5) Enforcement Guidance: Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act.

All of the above-listed documents, with the exception of the Technical Assistance Manual are also available through the Internet at <http://www.eeoc.gov/policy/guidance.html/>. All of these documents provide guidance that applies to federal agencies through the Rehabilitation Act of 1973, 29 U.S.C. 791.

#### **Job Accommodation Network (JAN)**

1-800-232-9675 (Voice/TTY), Web: <http://janweb.icdi.wvu.edu/>

JAN is a free consulting service that provides information about job accommodations, the Americans with Disabilities Act (ADA), and the employability of people with disabilities.

### **Computer/Electronic Accommodations Program (CAP)**

(703) 681-8813 (Voice/TTY), Fax: (703) 681-9075, Web: <http://www.tricare.osd.mil/cap>  
E-mail: [cap@tma.osd.mil](mailto:cap@tma.osd.mil)

CAP has a memorandum of understanding with the DOI to provide assistive technology and accommodation services for employees with disabilities.

### **ADA Disability and Business Technical Assistance Centers (DBTACs)**

1-800-949-4232 (Voice/TTY), Web: <http://www.adainfo.org/>

The DBTACs consist of 10 federally funded regional centers that provide information, training, and technical assistance on the ADA. Each center works with local business, disability, governmental, rehabilitation, and other professional networks to provide current ADA information and assistance, and places special emphasis on meeting the needs of small businesses. The DBTACs can make referrals to local sources of expertise in reasonable accommodations.

### **Registry of Interpreters for the Deaf**

(703) 838-0030 (Voice), (703) 838-0459 (TTY), Web: <http://www.rid.org/>

Registry offers information on locating and using interpreters and transliteration services.

### **RESNA Technical Assistance Project**

(703) 524-6686 (Voice), (703) 524-6639 (TTY), Web: <http://www.resna.org/>

RESNA, the Rehabilitation Engineering and Assistive Technology Society of North America, can refer individuals to projects in all 50 states and the six territories offering technical assistance on technology-related services for individuals with disabilities. Services may include:

- \* information and referral centers to help determine what devices may assist a person with a disability (including access to large data bases containing information on thousands of commercially available assistive technology products);
- \* centers where individuals can try out devices and equipment;
- \* assistance in obtaining funding for and repairing devices; and
- \* equipment exchange and recycling programs.

### **Department of the Interior Accessible Technology Center**

(202) 208-5481 (Voice), (202) 208-6248 (TTY), Web: <http://www.doi.gov/atc/>

The DOI Accessible Technology Program opened in October 2000 to support employees with disabilities by determining the appropriate assistive technology and ergonomic solutions for the individual. These accommodations are a surprisingly affordable way to enable employees with a disability to have equal access to information technology that is essential in today's work place.

### **U.S. Geological Survey Disability Resource Center**

(703) 648-4870 (TTY), (703) 648-7770 (Voice), Email: [jdallos@usgs.gov](mailto:jdallos@usgs.gov)

The Disability Resource Center (DRC), available to all of DOI, provides an opportunity for managers, supervisors and employees to try state of the art assistive technology for reasonable accommodation of employees with disabilities. The DRC features five workstations with specialized communications and technology solutions for a range of disabilities: dexterity disabilities; cognitive disabilities; and an accessible science demonstration lab.

