

**Fiscal Year 2007
Federal Equal Opportunity Recruitment Program Plan
Certification
and
Fiscal Year 2006
Federal Equal Opportunity Recruitment Program Plan
Accomplishment Report**

**ANNUAL FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)
PLAN CERTIFICATION—FISCAL YEAR 2007**

Please type or print clearly and return this sheet with original signature to:

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A. Name and Address of Agency

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1849 C Street, NW
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B. Name and Title of Designated FEORP Official (Include address, if different from above, and telephone and FAX numbers.)

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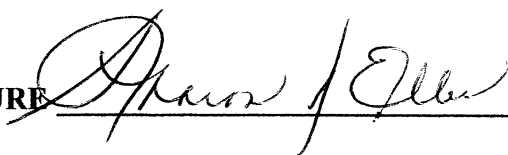
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CERTIFICATION:

I certify that the above named agency: (1) has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the Office of Personnel Management; (2) that all field offices or installations having less than 500 employees are covered by a FEORP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

SIGNATURE



DATE 3 Apr 2006

**U.S. DEPARTMENT OF THE INTERIOR
FEORP ACCOMPLISHMENT REPORT
FY 2006**

Highlights & Accomplishments:

During FY 2006, there was an increase in the number of women and minorities in leadership positions (GS-13 through SES). The increases by grade were: GS-13 – Black men and women, Hispanic men, Asian/Pacific Islander women, Native American women, and White women; GS-14 – Hispanic women, Asian/Pacific Islander women, Native American men and women, and White women; GS-15 – Black women, Hispanic men and women, Asian/Pacific Islander women, Native American men and women, and White women; SES – Black women, Hispanic men and women, Native American men and women, and White women.

Also, during FY 2006, there was an increase in the number of minorities in seven of the eight DOI mission critical occupations. The increases by mission critical occupation were: Park Ranger – Hispanic women and Asian/Pacific Islander men and women; Biological Science – Hispanic men and women, Asian/Pacific Islander women, and Native American men and women; Wildlife Biology – Hispanic men; Civil Engineering – Hispanic women and Asian/Pacific Islander women; Realty – Hispanic women; Hydrology – Asian/Pacific Islander women; and Education/Vocational Training – Black men.

The increases realized in the leadership ranks and mission critical occupations are attributed to DOI's implementation of several strategic initiatives and investing in resources that assist in the attainment of a more diverse workforce. These initiatives included, but are not limited to the establishment of targeted recruitment plans for mission critical occupations with low representation; extensive training of managers and supervisors on diversity and reasonable accommodation; the re-constitution of the DOI Human Capital Team designed to focus on workplace planning, and competency, leadership, and knowledge management; and implementation of DOI-Learn, an automated learning management system that tracks training and career development programs for employees.

To ensure continuing improvements in human capital management, in September 2006, the DOI held its first Human Capital Training Conference for EEO and HR professionals. The conference created a community of practice in human capital management by broadening the participants' knowledge in specific program areas, clarifying roles and responsibilities, and strengthening relationships for a more cooperative and collaborative approach to implementing various human capital strategies and initiatives.

The following narrative provides a description of FY 2006 human capital management practices, by DOI Bureaus and Offices, conducted in support of the FEORP.

1. Workforce Planning

The Bureau of Indian Affairs (BIA) developed an Indian Affairs Succession Plan. The succession plan divided leadership into three levels: GS-13 and below, GS-14 and 15, and SES. The plan is competency-based and published levels of competencies needed from the first level to the third level and showed tie-in between levels.

The Bureau of Reclamation (BOR) underwent a significant reorganization of its leadership. BOR established a new Deputy Commissioner, Policy, Administration and Budget and realigned functions under three Deputy Commissioners who report directly to the Commissioner of Reclamation. This change strengthened internal management and coordination within the bureau.

The Bureau of Land Management (BLM) was nominated for two Presidential Rank Awards for HR practices and innovative leadership succession strategy and Return on Investment (ROI) Tool.

BLM implemented a succession plan for its key management positions. The succession plan was used as the model for the DOI Succession Plan and is now recognized as "Government Best Practices" by OPM.

In February 2006, the Fish and Wildlife Service (FWS) Director convened a Service-wide Workforce Planning Conference consisting of a majority of its senior leaders. The outcome of the conference was the creation of a document entitled "Shaping Our Future" that directly addressed the needs, requirements and potential solutions to the FWS leadership succession issues. Parallel with this effort, the National Conservation Training Center (NCTC) conducted an extensive benchmarking study, "Leadership Development and Succession Planning: Benchmarking and Best Practices with Recommendations for the Future". As part of this study, NCTC benchmarked against 10 organizations including three Interior bureaus, four other federal agencies and three major private sector organizations. The results of this study led to a series of best practice findings and recommendations for the future. These recommendations were approved by the Director in July 2006 and have begun to be implemented. The FWS initiated development of a Service-specific leadership competency model based on the OPM competencies that addresses the priority leadership competencies across four levels of leadership. This model will be used to guide the development of leadership training programs and as part of guidance on leader development for the Service.

The Minerals Management Service HR Office participated in two A-76 studies to review organizational processes. Most efficient organizations were established to optimize staffing needs and meet HR future challenges. Skill gaps were identified and addressed with attention to training current staff and recruitment and retention initiatives utilized to address significant skill gaps and potential loss of critical staff.

The National Park Service (NPS) Cooperative Conservation collaborated with the DOI and four other agencies in implementing Executive Order 13352, in which eight of the NPS's partnership

competencies were adopted. The NPS developed "Partnership Basic" modules that were incorporated with the Interpretive Operations for first line supervisors.

The National Park Service (NPS) Workforce Plan includes partnership and collaboration competency work, strengthening diversity recruitment, developing and retaining leadership, strengthening security and visitor services, and work on fire management positions and recruitment. The NPS has partnered with Clemson University to work on a needs assessment to identify gaps in partnership skills and training and provide a baseline of employee attitudes regarding developing partnerships. Competencies are being revised and will be used for a Service-wide questionnaire via a website.

The NPS has a multiple, layered approach to management and leadership succession. In FY 2006, 355 individuals completed the Fundamentals program for new employees and were certified as having obtained entry-level Universal Competencies.

During FY 2006, the Office of Surface Mining (OSM) completed its Workforce Plan through FY 2011. That effort included a workforce analysis that identified needed competencies, skill gaps, succession planning, training requirements and targeted minority recruitment actions. Workforce Plan revisions for FY 2006 required OSM offices to address succession planning as it relates to mission-critical occupations and leadership positions.

OSM has addressed succession planning through the implementation of individual developmental plans, supervisor and leadership training for employees, utilizing career patterns and, identifying mission critical occupations to target recruitment of the skill mix needed to transition the workforce and to meet the OSM mission objectives as well.

During FY 2006, succession planning within the U.S. Geological Survey (USGS) was a major area of focus. Senior management focused on critical initiatives and worked cooperatively to identify employees at all levels for training and development opportunities to ensure a sufficient cadre of well qualified people to step up to leadership positions. Leadership succession planning in the USGS is accomplished by a suite of programs and courses that ensure that leaders have the management, leadership and supervisory competencies they need to be prepared and successful in increasingly complex jobs and in more senior levels of responsibility.

2. Recruitment and Community Outreach

The BIA has in place its Indian recruitment program "Excellence" that permits direct hire of Indians who are top students in high schools, colleges, and universities.

The BOR developed and implemented targeted recruitment plans for its mission-critical occupations, including civil engineering and biological science. The utilization of the targeted recruitment plans is being monitored to determine effectiveness.

The BLM entered into a two-year interagency personnel agreement with the Hispanic Association of Colleges and Universities (HACU). The BLM Internship Liaison and Access

Coordinator, located at the University of New Mexico in Albuquerque, introduced students to careers in environmental and natural resources.

During FY 2006, the BLM partnered with the Beckwourth Foundation Mountain Club, a youth mentoring and leadership program, to provide minority student members with the opportunity to perform environmental service projects during the past summer. Also, the BLM continued its partnership with the University of Nevada Las Vegas to offer an educational program designed to meet the requirements of the Fire Management Specialist occupation. The program is targeted towards employees who intend to transition into the Fire Management occupation. In April 2006, 50 students completed the program.

The BLM Hiring Management program trained 214 managers and supervisors and 105 employees during FY 2006. This training was designed specifically for managers, supervisors, selecting officials, and human resources officials involved in community outreach and recruitment activities.

The FWS outreach and recruitment activities for FY 2006 included: 1) targeted career-specific applicant pools at a host of colleges and universities, to include Hispanic Serving Institutions, Historically Black Colleges and Universities, and Tribal Colleges and Universities; 2) focused activities to increase applicant source base through attendance at national conferences and meetings of employee groups, professional organizations, and educators; 3) use of hiring flexibilities of the Student Career Experience Program and the Federal Career Intern Program; 4) use of organized recruitment tours; and 5) active participation in local and national job fairs. The FWS hired 17 students under the Student Temporary Experience Program (STEP) and 13 students under the Student Career Experience Program (SCEP) in the area of Law Enforcement.

During FY 2006, the MMS developed a formal Strategic Recruitment Plan for filling vacancies. The plan provides for the use of MMS Recruitment Teams, an Advertising Campaign, hiring of interns and trainees, utilizing recruitment bonuses, and paying for relocation expenses. There are three key objectives for the Goal of this Plan: 1) fill vacant positions with well qualified and diverse candidates; 2) fill all positions in a timely and efficient manner in accordance with the 45 Day Hiring Model; and 3) create a successful long-term recruitment effort that will continue after Fiscal Year 2006 and become part of the MMS brand.

The NPS Strategic Recruitment Plan calls for the development of a consortium of Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and other resources to provide NPS hiring officials access to students from under-represented groups. During January 2006, the first recruitment event under the Plan took place and seven diverse students were placed in seasonal positions at parks throughout the NPS. In addition, the NPS Cultural Resources Program in partnership with the Student Conservation Association completed its eighth summer season of the Cultural Resources Diversity Intern Program. Thirteen diverse interns were placed in national parks, administrative offices, and private non-profit organizations supporting the NPS.

During FY 2006, the OSM outreach and recruitment initiative focused on minority institutions of higher education, specifically, Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges and Universities. The initiative will create mentoring and career opportunities for students and faculty, broaden students technical knowledge, develop a more knowledgeable and diverse cadre of potential OSM professionals, and offer internship and Student Career Experience Program opportunities. Also, the OSM formed a targeted recruitment team, headed by a senior executive, to address the lack of diversity at grade levels GS-14 and GS-15. Training was provided to all OSM supervisors and managers on the various hiring authorities available to them.

The USGS continued its recruitment efforts in support of its Student Internships for the Workforce Diversity Program for FY 2006 by providing funds for continuing partnerships with Fort Valley State University, from which 11 students were placed in USGS offices across the United States. The USGS continued its partnership with Gateway Community College. During FY 2006, seven new Gateway interns were hired and three existing Gateway interns were converted to permanent positions. The USGS hired five students from Tennessee State University, and eight students from the University of Puerto Rico worked at USGS in the areas of Water Resources, Geography, Geology, and Human Resources.

The USGS Disability Program Manager served as a recruiter for the Workforce Recruitment Program. During the summer of FY 2006, USGS hired four college students with disabilities for summer employment.

3. Career Development Opportunities

During FY 2006, the BIA opened the National Indian Programs Training Center. Development of training programs will begin in FY 2007.

The BOR redesigned the Reclamation Leadership Development Program (RLDP) to meet identified succession needs. The RLDP target group was changed in response to data analysis that indicated the focus should be on filling GS-15 positions. BOR received 32 applications and selected 10 participants for the 2006-2007 RLDP. Also, Reclamation had five employees to graduate from the DOI Senior Executive Service Candidate Development Program, Class 14.

The BLM Leadership Development Training Program processed 107 candidates through Leadership Challenge Training and 36 candidates completed the Leadership Academy in FY 2006. The BLM's newly developed Emerging Leader Program (ELP), which focuses on developing the next generation of first line supervisors, began in August 2006 with a class of 30 students. The ELP students will continue their training throughout FY 2007. Also, BLM sponsored two candidates in the SESCO in FY 2006.

During FY 2006, the FWS continued to promote its highly successful leader development programs. The Advanced Leadership Development Program (ALDP) for employees in grades GS-13 and GS-14 was expanded by 20%. More than 10% of the GS-15's assigned to the Service served as coaches in ALDP. Twenty-two participants graduated from ALDP in FY 2006 with 24

selected for the FY 2007 program along with 12 coaches. The FWS Stepping Up to Leadership (SUTL) program graduated 48 high potential GS-11's and GS-12's with an additional 48 selected for the FY 2006 program, assisted by 16 coaches.

The MMS Western Administrative Service Center in Denver, Colorado created and hired an Employee Development Specialist. This position's major responsibilities are to oversee the implementation of DOI-Learn and support managers and supervisors with developing training and developmental plans, that include skills gap analysis, succession strategies, supervisory training, and career development training.

The NPS required individual development plans (IDPs) for all leadership development program participants. The NPS Capital Training Center, with its partner the Eppley Institute, developed an on-line IDP that allows direct generation of statistics on increased competency levels for training participants. The on-line IDP is an integral part of NPS's Entry-Level Employee Development Program (ELEDP) and the Mid-Level Management Development Program (MDMLP). The ELEDP was designed for grades GS-5 – GS-7 and equivalent Wage Grade (WG) employees. During FY 2006, 26 employees graduated from the program. The MDMLP is a two-year competency-based training program designed to enhance the competencies needed to become an effective and efficient leader. As of the end of FY 2006, the MDMLP has students scheduled for graduation in 2007 and 2008.

During FY 2006, the OSM formed a team to develop the Leadership Education and Development (LEAD) Program. The LEAD Program serves as a part-time career enhancement program that provides a series of intensive developmental experiences for employees at the GS-12 and GS-13 grade levels. LEAD will be implemented in FY 2007. OSM developed and conducted in-house training in leadership development and enhanced supervisory skills.

The USGS utilized several developmental programs to ensure a qualified pool of candidates for USGS leadership. During FY 2006, USGS supported the attendance of nine employees in the Federal Executive Institute. Six of these employees moved to SES positions and two moved to Senior Leader (SL) positions. The USGS sponsored two candidates for the SESCDP and 65 participants for external leadership and management programs during FY 2006.

During FY 2006, the USGS had 46 participants in its Leadership 101 course, 41 participants in its Leadership 201 course, 93 participants in its Leadership Intensives course, and 92 participants in its Supervisory Challenge course. Through a combination of internal and external leadership management and supervisory courses, the total number of USGS participants for FY 2006 was 430.

4. Mentoring

The BLM has instituted the National Student Career Experience Program (SCEP) and Mentor Training program. Twenty-four students and 25 mentors completed the program during FY 2006. Also, the BLM has in place a Pathways course that provides an opportunity for employees

to learn about BLM from a national perspective and network with executives and other employees throughout the bureau. Two Pathway courses were conducted during FY 2006.

The USGS Mentoring Program had 82 participants in FY 2006. The program consists of a year-long guided component for new employees (5 years or less in USGS). The program has a web-based application process for matching mentors and new employees and begins with a two-day shadowing assignment followed by monthly mentoring information exchanges. Participants ranged from grades GS-4 through SES level.

FEORP: PARTICIPANTS IN FORMAL AGENCY CAREER DEVELOPMENT PROGRAMS

Race/National Origin & Gender	GS 1-4		GS 5-8		GS 9-12		GS 13-15		SENIOR PAY	
	#	%	#	%	#	%	#	%	#	%
Overall Total			4	100.0	50	100.0	24	100.0	6	100.0
Total Men			2	50.0	21	42.0	15	62.0	3	50.0
Total Women			2	50.0	29	58.0	9	38.0	3	50.0
Total Blacks			0	0.0	1	2.0	1	4.0	1	17.0
Black Men			0	0.0	0	0.0	0	0.0	1	17.0
Black Women			0	0.0	1	2.0	1	4.0	0	0.0
Total Hispanics			0	0.0	1	2.0	3	13.0	0	0.0
Hispanic Men			0	0.0	0	0.0	3	13.0		
Hispanic Women			0	0.0	1	2.0	0	0.0		
Total Asian/Pacific Islanders			0	0.0	2	4.0	0	0.0	0	0.0
Asian/Pacific Islander Men			0	0.0	0	0.0	0	0.0		
Asian/Pacific Islander Women			0	0.0	2	4.0	0	0.0		
Total Native Americans			0	0.0	1	2.0	3	13.0	0	0.0
Native American Men			0	0.0	1	2.0	2	8.0		
Native American Women			0	0.0	0	0.0	1	4.0		