RECLAMATION

Managing Water in the West

Equal Employment Opportunity, Management Directive 715 Plan

FY 2017 Accomplishments and FY 2018 Plan

U.S. Department of the Interior
Bureau of Reclamation
Policy and Administration
Civil Rights Division

MD-715
Parts A Through E

Part A - Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code (xxxxx)	Agency Code (xxxx)	FIPS Code (xxxx)
US Department of the Interior	Bureau of Reclamation	Civil Rights Division, Denver Federal Center, Bldg 67, RM 986 PO BOX 25007, MS 84-59000	Denver	CO	80225-0007	IN07	08059

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	5273	150	5423

Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name	Title
Head of Agency	Brenda Burman	Commissioner
Head of Agency Designee	None	The Commissioner's signatory authority for the MD-715 is non-delegable under the Bureau's Delegations of Authority, Reclamation Manual (526), 07/09/2015, Para. 6.D(2)(b).

Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Principal EEO Director/Official	Lara Grillos	Civil Rights Division Manager	0260	GS-14	303-445-3012	lgrillos@usbr.gov
Affirmative Employment Program	Vacant	Diversity & Inclusion Specialist	0260	GS-12	TBD	TBD

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Manager						
Complaint Processing Program Manager	Dwayne L. Davis	Formal EEO Complaints Manager	0260	GS-12	303-445-3693	dldavis@usbr.gov
Diversity & Inclusion Officer	Vacant	Diversity & Inclusion Specialist	0260	GS-12	TBD	TBD
Hispanic Program Manager (SEPM)	Vacant	Diversity & Inclusion Specialist	0260	GS-12	TBD	TBD
Women's Program Manager (SEPM)	Vacant	Diversity & Inclusion Specialist	0260	GS-12	TBD	TBD
Disability Program Manager (SEPM)	Vacant	Diversity & Inclusion Specialist	0260	GS-12	TBD	TBD
Special Placement Program Coordinator (Individuals with Disabilities)	Vacant	Diversity & Inclusion Specialist	0260	GS-12	TBD	TBD
Reasonable Accommodation Program Manager	Robert Cannon	Human Resources Specialist (Employee and Labor Relations)	0201	GS-12	303-445-2889	rcannon@usbr.gov
Anti-Harassment Program Manager	Jennifer Farrow	Human Resources Specialist	0201	GS-13	303-445-2677	jfarrow@usbr.gov
ADR Program Manager	Dwayne L. Davis	EEO Complaints Manager	0260	GS-12	303-445-3693	dldavis@usbr.gov

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Compliance Manager	Dwayne L. Davis	EEO Complaints Manager	0260	GS-12	303-445-3693	dldavis@usbr.gov
Principal MD-715 Preparer	Vacant	Diversity & Inclusion Specialist	0260	GS-12	TBD	TBD
Other EEO Staff	Alberto Vasquez	EEO Specialist	0260	GS-11	303-445-2632	avasquez@usbr.gov
Other EEO Staff	Lauren Ackermann	Civil Rights Analyst	0160	GS-12	303-445-3686	lackermann@usbr.gov

Part D.1 – List of Subordinate Components Covered in this Report

Please identify the subordinate components within the agency (e.g., bureaus, regions, etc.).

☐ If the agency does not have any subordinate components, please check the box.

Subordinate Component	City	State	Country (Optional)	Agency Code (xxxx)	FIPS Codes (xxxxx)
Pacific Northwest Region	Boise	ID	USA	IN-07-01	N/A (Rest of US)
Mid-Pacific Region	Sacramento	CA	USA	IN-07-02	06067
Lower Colorado Region	Boulder City	NV	USA	IN-07-03	32003
Upper Colorado Region	Salt Lake City	UT	USA	IN-07-04	N/A (Rest of US)
Great Plains Region	Billings	MT	USA	IN-07-06	N/A (Rest of US)
Denver Office	Denver	CO	USA	IN-07-08	08059
Washington DC Office	Washington	DC	USA	IN-07-09	11001

Part D.2 – Mandatory and Optional Documents for this Report

In the table below, the agency must submit these documents with its MD-715 report.

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	Yes	
EEO Policy Statement	Yes	
Strategic Plan	Yes	DOI Strategic Plan for Fiscal Years (FY) 2014 - 2018
Anti-Harassment Policy and Procedures	Yes	
Reasonable Accommodation Procedures	Yes	Bureau and Departmental
Personal Assistance Services Procedures	Yes	DOI Personnel Bulletin No. 17-18 (January 10, 2018) with attachments
Alternative Dispute Resolution Procedures	Yes	370 DM 752.2 establishes ADR policy, procedures, and requirements for Dept. of the Interior's Conflict Resolution PLUS (CORE

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
		PLUS) program and covers all bureaus/offices of the Department (Para. 1.5.A)

In the table below, the agency may decide whether to submit these documents with its MD-715 report.

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	Yes	Included with FEORP
Diversity and Inclusion Plan under Executive Order 13583	Yes	Included with FEORP
Diversity Policy Statement	Yes	Draft
Human Capital Strategic Plan	No	
EEO Strategic Plan	No	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

Part E – Executive Summary

All agencies must complete Part E.1; however, only agencies with 199 or fewer employees in permanent FT/PT appointments are required to complete Part E.2 to E.5. Agencies with 200 or more employees in permanent FT/PT appointments have the option to complete Part E.2 to E.5.

Part E.1 - Executive Summary: Mission

The Bureau of Reclamation is the largest wholesaler of water in the United States. Our mission is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public. We deliver water to more than 31 million people, and provide one of five Western farmers (140,000) with irrigation water for 10 million acres of farmland that produce 60 percent of the nation's vegetables and 25 percent of its fruits and nut crops. Reclamation is also the second largest producer of hydroelectric power in the western United States. Our 53 power plants annually provide more than 40 billion kilowatt hours, generating nearly one billion dollars in power revenues, and producing enough electricity to power 3.5 million homes.

Corporate oversight of the execution of Reclamation programs and project operations is managed by offices in Denver, Colorado, and Washington, DC. Management of Reclamation's water resources activities in the 17 Western States is carried out by five Regional Offices which are located in Sacramento, California; Boise, Idaho; Billings, Montana; Boulder City, Nevada; and Salt Lake City, Utah. The Regional Offices provide services covering policy, management, and program administration or Reclamation-mission-related support to 19 area offices and 26 field offices.

Part E.2 - Executive Summary: Essential Element A - F

Part E.3 - Executive Summary: Workforce Analyses

Part E.4 - Executive Summary: Accomplishments

Part E.5 - Executive Summary: Planned Activities

EEOC FORM 715-01 PART F	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Lara Grillos, Civil Rights Division Manager/0260/14, am the Principal EEO Director/ Official for the Bureau of Reclamation.

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Signature of Principal EEO Director/Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.	Date
Signature of Agency Head or Agency Head Designee	Date

EEOC FORM 715-01 PART G	*U.S. Equal Employment Opportunity Commission* **FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT** **US BUREAU OF RECLAMATION** **FY2017 Report**

Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP
Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

Compliance Indicator Measures	**EEO policy statements are up-to-date.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
The Agency Head was installed on November 16, 2017. The EEO policy statement was issued on April 10, 2015. Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.				N/A. The Commissioner was installed within the past 6 to 9 months. A policy statement will be issued within the allocated timeframe.
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.				N/A. The commissioner has not yet been in office for a year.
Are new employees provided a copy of the EEO policy statement during orientation?		X		At time of official job offer, HR sends a letter to the new employee with benefits forms, and two EEO policy statements from the Commissioner: the Anti-Discrimination policy statement, and the Zero Tolerance policy statement. Additionally, during New Employee Orientation, packets are provided to new employees containing the USDOI EEO Employee Guide (a brochure prepared by DOI Office of Civil Rights, with BOR EEO contact information).
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		X		The HR Training Branch is notified upon promotion and slates new supervisors for Bureau supervisory training [Reclamation Strategies for Successful Supervision (RS3)]. RS3 training

			includes an EEO/Civil Rights portion, during which they are informed of all relevant policies.

Compliance Indicator / Measures	EEO policy statements have been communicated to all employees.	Measure has been met: Yes	Measure has been met: No	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X		
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? **[see 29 CFR §1614.102(b)(5)]**		X		

Compliance Indicator / Measures	Agency EEO policy is vigorously enforced by agency management.	Measure has been met: Yes	Measure has been met: No	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X		
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		X		
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		X		
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?		X		
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		X		
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		X		
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?		X		
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		X		

ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	X		
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?	X		Employees are informed of these matters through dissemination of policies and through training. In FY17 and FY18, Reclamation required Civil Treatment training for 100 percent of the workforce, which included unacceptable as well as uncivil behavior and resultant penalties. EEO training is also provided during new supervisor training and new employee orientation. NoFEAR Act training was deployed in 2017.
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.			
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	X		The Department policy on reasonable accommodation has been posted on the Agency website and is accessible to all Bureau employees. Additionally, an overview of the reasonable accommodation process was posted to the Policy and Administration Intranet website and a Local Reasonable Accommodation Coordinator (LRAC) is identified as a program resource and designated point of contact.
Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation?	X		

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.				
Compliance Indicator **Measures**	**The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Is the EEO Director under the direct supervision of the agency head? **[see 29 CFR §1614.102(b)(4)]** For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)			X	The Bureau's EEO Manager reports to the Director of Policy and Administration. The EEO Manager has direct line access to the Commissioner as depicted on the Reclamation organization chart with a dotted line from the Commissioner to the EEO Manager. The Bureau's subordinate components are in five Regional Offices. For each Region, the EEO Manager reports directly to the Regional Director, with the exception of the Great Plains Region. In the Great Plains Region, the EEO manager is a BLM employee working under a Service Level Agreement to provide EEO manager services to the GP Region. The reporting structure in the Service Level Agreement is to the Regional Director.
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		X		
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		X		

If not, please describe how EEO program authority is delegated to subordinate reporting components.			

Compliance Indicator / Measures	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		The Civil Rights Manager reports to the Director of Policy and Administration and weekly briefs her on the effectiveness, efficiency and legal compliance of the EEO program. The Director provides this information to the Deputy Commissioner for Policy, Administration, and Budget, and to the Commissioner. The EEO Manager has historically provided program-level briefings and advice regarding EEO matters to the Agency Head and reinstatement of quarterly briefings to the Commissioner and Deputies is currently underway.
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?			X	See response to B.2.a., immediately above.
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?			X	Reclamation's most recent workforce plan has expired and a current workforce plan is not yet in place. Reclamation does have a policy requiring pre-recruitment consultations regarding diversity and non-competitive hiring authorities prior to announcement of vacancies.

Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as re-organizations and re-alignments?	X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? **[see 29 C.F.R. § 1614.102(b)(3)]**	X		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?	X		
Compliance Indicator / **Measures** — **The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
	Yes	**No**	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?	X		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?	X		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X	
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X	Special emphasis programs are well-staffed at each of the Regions but currently lack staffing at the Bureau level due to turnover. This will be remedied with the hiring of a Diversity and Inclusion Specialist in FY18.
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X	Special emphasis programs are well-staffed at each of the Regions but currently lack staffing at the Bureau level due to turnover. This will be remedied with the hiring of a Diversity and Inclusion Specialist in FY18.
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X	Special emphasis programs are well-staffed at each of the Regions but currently lack staffing at the Bureau level due to turnover. This will be remedied with the hiring of a Diversity

			and Inclusion Specialist in FY18.
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X	Special emphasis programs are well-staffed at each of the Regions but currently lack staffing at the Bureau level due to turnover. This will be remedied with the hiring of a Diversity and Inclusion Specialist in FY18.
Compliance Indicator / **Measures**	**The agency has committed sufficient budget to support the success of its EEO Programs.**	**Measure has been met**	**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes / **No**	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		X	CRD is understaffed at this time, and the Diversity & Inclusion Specialist/SEPM position is currently vacant. CRD lacks the staff to conduct thorough barrier analyses at this time, albeit data collection and tracking systems are sufficient.

Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X		
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? **[see 29 C.F.R. § 1614.102(b)(5)]**	X		
Is there sufficient funding to ensure that all employees have access to this training and information?	X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	X		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X		
to provide religious accommodations?	X		
to provide disability accommodations in accordance with the agency's written procedures?	X		
in the EEO discrimination complaint process?	X		
to participate in ADR?	X		

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY
This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.

Compliance Indicator / **Measures**	**EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		Weekly briefings occur at the Regional level At the Bureau level weekly briefings occur for the Director, Policy and Administration

Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief Information Officer?	X		
Compliance Indicator / **Measures** — **The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
	Yes	**No**	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?	X		
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?	X		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?	X		
Compliance Indicator / **Measures** — **When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
	Yes	**No**	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?	X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?	X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?	X		There were no findings of discrimination against the agency in FY16. In FY17, there was one finding of discrimination. It was determined that disciplinary action in this case was not appropriate because the responsible management official was acting in accordance with guidance from Human Resources and Agency Counsel.
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.			
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?	X		

Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?	X		Regional Reasonable Accommodation Coordinators conduct an annual review of all accommodation requests to ensure compliance with statutes and written procedures. All reasonable accommodation requests are tracked locally by LRACs and reviewed annually for trends and process improvement.

Essential Element D: PROACTIVE PREVENTION **Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.**				
Compliance Indicator **Measures**	**Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?			X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate these activities.
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?			X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate these activities.
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?			X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate these activities.
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?			X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate

			these activities.
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate these activities.
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate these activities.
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate these activities.
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X	Such activities did not occur regularly in FY17 due to office transitions and severe understaffing of the CRD. As vacancies are backfilled, efforts are underway to reinstate these activities.

Compliance Indicator / **Measures**	**The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Are all employees encouraged to use ADR?		X		
Is the participation of supervisors and managers in the ADR process required?		X		

Essential Element E: EFFICIENCY **Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.**				
Compliance Indicator / **Measures**	**The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the**
		Yes	**No**	

				agency's status report
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?			X	The Denver Civil Rights office was severely understaffed through FY17 due to turnover and a hiring freeze. The Office is currently in the process of backfilling vacancies and will ensure new hires are equipped to conduct required analyses.
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?			X	The Denver Civil Rights office was severely understaffed through FY17 due to turnover and a hiring freeze. The Office is currently in the process of backfilling vacancies and will ensure new hires are equipped to conduct effective audits. Additionally, in FY18, the Department of the Interior has agreed to conduct a field audit on behalf of Reclamation.
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X		
Compliance Indicator	**The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
Measures		**Yes**	**No**	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?			X	In FY18, the CRD will establish Statements of Work and Blanket Purchase Agreements to provide a means by which contractors may be held liable for quality and timeliness of counseling,

			mediation, and investigative services. Currently, CRD pays investigators, mediators, and counselors on an individual case-by-case basis, and while they may be terminated at any time, there is no official mechanism for holding them accountable.
If yes, briefly describe how: If a contractor has issues with providing their investigation in a timely manner, that contractor will no longer be used. Contractors are aware of the 30 day time frame and are held to the same standards as MP staff.			
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?	X		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?	X		
Compliance Indicator / **Measures** — **The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
	Yes	**No**	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?	X		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		X	In FY17, Reclamation timely counseled 93% of its informal complaints, which is an improvement of 9% over FY16. Of the four untimely counseled complaints, two were from the MP Region, one was from LC, and one was from GP.
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?	X		
Does the agency complete the investigations within the applicable prescribed time frame?		X	Reclamation untimely completed 8 of 19 (42%) of investigations in FY17. Delays were due to the 75% understaffing/hiring freeze in the CRD in FY17.
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X	In FY17, one of 7 (14%) FADS were issued from DOI Office of Civil Rights more than 60 days after the request.
When a complainant requests a hearing, does the agency immediately	X		

upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?			
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?	X		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?	X		
Compliance Indicator / **Measures**	**There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.**	**Measure has been met**	**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes / **No**	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?	X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?	X		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?	X		
Does the agency ensure that the responsible management official directly involved in the dispute not have settlement authority?	X		
Compliance Indicator / **Measures**	**The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.**	**Measure has been met**	**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes / **No**	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?	X		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?		X	In FY17, the CRD was 75% understaffed and subject to a hiring freeze for the majority of the year, leading to an inability to timely and successfully address EEO complaints. The Office is currently in the process of filling vacancies and is making progress on the backlog of EEO complaints.
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?	X		
Do the agency's EEO programs address all of the laws enforced by the EEOC?	X		

Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?	X		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?	X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?	X		

Compliance Indicator / **Measures**	**The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?				N/A

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE **This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.**				
Compliance Indicator / **Measures**	**Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
	Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	X		
Compliance Indicator / **Measures**	**The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.**	**Measure has been met**		**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
		Yes	**No**	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.		X		

Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?	X		
Are procedures in place to promptly process other forms of ordered relief?	X		
Compliance Indicator **Measures**	**Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.**	**Measure has been met** **Yes**	**No**	**For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report**
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?	X		
If so, please identify the employees by title in the comments section, and state how performance is measured.	All supervisory performance standards include an EEO/Diversity element in Critical Element 1 which reads: "Performance Measure: Supervisory/Managerial duties are effectively carried out in order to support the Department's capacity to manage its programs in results oriented, customer-focused, and efficient manner. Supervisory/Managerial Element: Performance of supervisory/managerial duties will be carried out in accordance with regulatory requirements and other Bureau/Office policies governing the following area: - Diversity/EEO obligations; - Internal Management controls; - Merit Systems Principles; - Safety and Occupational Health obligations; - Effective Performance Management; and - Effective Management of ethics, conduct & discipline issues."		
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?	X		
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.			
Have the involved employees received any formal training in EEO compliance?	X		
Does the agency promptly provide to the EEOC the following documentation for completing compliance:	X		
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	X		
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	X		

Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	X		
Compensatory Damages: The final agency decision and evidence of payment, if made?	X		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	X		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		

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BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP** Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity. **Compliance Indicator** – EEO policy statements are up-to-date. **Measure #3 –** Annual issuance of EEO policies
OBJECTIVE:	Ensure annual renewal of EEO policies
RESPONSIBLE OFFICIAL:	Manager, Civil Right Division (CRD)
DATE OBJECTIVE INITIATED:	July 1, 2016
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2019

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
CRD to draft policies and D&Ss regarding informal and formal complaints processes, and a revised non-discrimination policy	January 2019
Review by Policy and Administration Managers	February 2019
Reclamation Leadership Team Review and Comment	May 2019
Issuance of Complaints Policies & D&S	September 2019

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:
Issuance of Reclamation's anti-harassment policy was superseded by a Department-wide policy of the same subject matter, which was successfully issued and implemented in April 2018. Creation of a bureau-specific anti-discrimination policy was delayed due to turnover and understaffing of the Civil Rights Division in FY17. CRD aims to regain full staff levels in FY18, and will work towards creation and implementation of an anti-discrimination policy in FY19.

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BUREAU OF RECLAMATION **FY 2016**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP** Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity. **Compliance Indicator** – EEO policy statements are up-to-date. **Measures –** On April 7, 2015, the U.S. Equal Employment Opportunity Commission (EEOC), Office of Federal Operations (OFO) met with the Department of the Interior (DOI), Bureau of Reclamation (Reclamation) to review the status of its EEO program with respect to its compliance with EEOC's Management Directives. On November 3, 2015, EEOC issued a letter consequent to the review, directing certain actions on the part of Reclamation to include the appointment of a Disability Program Manager, and the creation of a formal tracking system to monitor requests for accommodation.
OBJECTIVE:	Appoint a Disability Program Manager, and create a formal tracking system to monitor requests for reasonable accommodation.
RESPONSIBLE OFFICIAL:	Manager, Human Resources Policy and Programs Division (HRPPD) Manager, Civil Right Division (CRD)
DATE OBJECTIVE INITIATED:	November 3, 2015
TARGET DATE FOR COMPLETION OF OBJECTIVE:	April 6, 2016

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Objective is complete.	**April 6, 2016**

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

In April 2016, Reclamation designated an Employee Relations Specialist as the Bureau's Disability Program Manager (DPM). The DPM's role is filled by the Lead Employee Relations Specialist. In April 2016, the DPM revised and standardized the reporting format for reasonable accommodation requests, and the Bureau now has the capability to track and report out on all such requests.

Additionally, in 4QFY16, HR Operations announced a vacancy for a Reasonable Accommodation Coordinator. Applications were received for the vacancy, but no selection was made based on the quality of applications received. The position was re-announced in 1QFY17, and the position was filled in February 2017.

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BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP** Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity. **Compliance Indicator** – EEO policy statements are up-to-date. **Measures –** On April 7, 2015, the U.S. Equal Employment Opportunity Commission (EEOC), Office of Federal Operations (OFO) met with the Department of the Interior (DOI), Bureau of Reclamation (Reclamation) to review the status of its EEO program with respect to its compliance with EEOC's Management Directives. On November 3, 2015, EEOC issued a letter consequent to the review, directing certain actions on the part of Reclamation to include the establishment of anti-harassment procedures and policy separate from the Title VII EEO Process.
OBJECTIVE:	Establish an anti-harassment policy and procedures pursuant to EEOC *Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors*.
RESPONSIBLE OFFICIAL:	Manager, Civil Right Division (CRD) Manager, Human Resources Policy and Programs Division (HRPPD) Director, Policy & Administration Branch
DATE OBJECTIVE INITIATED:	October 1, 2013
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2017

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Manager, HRPPD, will coordinate Executive Sponsor review and comment and submit through Reclamation Manual review process for Reclamation Leadership Team and public comment period.	January- February 2017
Manager, CRD and Manager, HRPPD to develop training opportunities for Supervisors and Managers, throughout Reclamation.	January – February 2017
Manager, HRPPD, will finalize procedures and begin implementing anti-harassment program.	March 2017
Objective is Complete	April 23, 2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

The Bureau's FY15/16 MD715 reported the initiation date of this objective to be November 3, 2015 (the date of EEOC's letter to Reclamation), however a review of previous MD-715 reports reflect that this objective has been included in the Bureau's Part H since October 1, 2013. The date has been updated, above, to reflect this.

Between July and December 2016, CRD and HRPPD management and staff completed full drafts of the policy and procedures, and in January 2017, presented the plan to the Reclamation Leadership Team. However, implementation was put on hold subject to a Department-wide anti-harassment policy. The Department's policy was issued April 23, 2018. Reclamation has since created and received approval for Bureau-specific implementation procedures, and has trained relevant HR and EEO staff on implementation. Mandatory training for all employees and management is also underway, with approximately 500 trained to date.

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BUREAU OF RECLAMATION **Updated for FY17**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** Requires the EEO Manager to be under the direct supervision of the Agency Head. **Compliance Indicator** – Regional EEO Managers report to Regional Directors, and CRD Manager reports to Bureau Commissioner. Reporting relationships are formalized in organizational charts and Directors evaluate EEO Manager performance. **Measures #14, #17, #19 –** On April 7, 2015, the U.S. Equal Employment Opportunity Commission (EEOC), Office of Federal Operations (OFO) met with the Department of the Interior (DOI), Bureau of Reclamation (Reclamation) to review the status of its EEO program with respect to its compliance with EEOC's Management Directives. On November 3, 2015, EEOC issued a letter consequent to the review, directing certain actions on the part of Reclamation to include the amendment of EEO reporting relationships.
OBJECTIVE:	Amend organizational alignment of Regional EEO Managers to be under Regional Directors, and the CRD Manager under the Bureau Commissioner.
RESPONSIBLE OFFICIAL:	Commissioner, Bureau of Reclamation Deputy Commissioner – Operations, Bureau of Reclamation
DATE OBJECTIVE INITIATED:	On-going (regulatory requirement under 29 CFR 1614.102(b)(4))
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2018

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)

Director, Policy & Administration, and Manager, Civil Rights Division, drafted a briefing paper for the Presidential Transition Team discussing the legal requirement and justification therefore.	September 2016

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

The Bureau's EEO Manager reports to the Director of Policy and Administration.
The EEO Manager has direct line access to the Commissioner as depicted on the Reclamation organization chart with a dotted line from the Commissioner to the EEO Manager.

The Bureau's subordinate components are in five Regional Offices. For each Region, the EEO Manager reports directly to the Regional Director, with the exception of the Great Plains Region. In the Great Plains Region, the EEO Manager is a BLM employee working under a Service Level Agreement to provide EEO Manager services to the GP Region. The reporting structure in the Service Level Agreement is to the Regional Director.

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STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission. **Compliance Indicator** – The Civil Rights Division Manager has authority for the EEO programs within the subordinate reporting components. **Measure #18 –** If the Agency has 2nd level reporting components, does the Agency-wide EEO Manager have authority for the EEO programs within the subordinate reporting components?
OBJECTIVE:	To ensure consistency of EEO practice and policy throughout the Agency, quality of EEO services offered, and accountability for noncompliance.
RESPONSIBLE OFFICIAL:	Commissioner, Bureau of Reclamation
DATE OBJECTIVE INITIATED:	January 27, 2017
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2018

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
CRD will disseminate the Reclamation Delegation of Authorities to refresh Regions on CRD authorities	March 2017
Objective Complete	May 2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:
The Bureau CRD Manager has authority to set policy and best practices for the regions, and provide guidance to Regional EEO managers regarding the direction of CRD programs. Monthly meetings take place between the Bureau and Regional offices to ensure two-way communication and streamlining of processes.

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BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission. **Compliance Indicator** – The EEO Manager and other EEO professional staff responsible for EEO Programs have regular and effective means of informing the agency head and senior management officials of the status of EEO Programs and are involved in, and consulted on, management/personnel actions. **Measure #24 –** Is the EEO Manager included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?
OBJECTIVE:	To improve communication and advance a Model EEO Program through participation of EEO officials at agency deliberations at all levels within Reclamation.
RESPONSIBLE OFFICIAL:	Commissioner, Bureau of Reclamation Manager, Civil Right Division
DATE OBJECTIVE INITIATED:	November 7, 2012
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2017

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)

CRD Manager will communicate regularly with Policy and Administration Director regarding the status of EEO Programs. CRD Manager will brief Commissioner on status of EEO program on an annual basis.	EOFY17 EOFY17

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

At the regional level, EEO Managers now report directly to Regional Managers, which allows for direct involvement in leadership discussions surrounding strategic planning and human capital planning specifically.

The Bureau CRD Manager, as part of the Policy and Administration Management Team, works closely with Human Resources and related divisions regarding strategic planning. The CRD Manager will schedule at least annual briefings with the Commissioner regarding the status of the EEO program to ensure EEO concerns are integrated into Bureau-wide planning initiatives.

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BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission. **Compliance Indicator –** The Agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operations. **Measure #26 –** Are sufficient personnel resources allocated to the EEO program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?
OBJECTIVE:	To ensure successful operations of EEO programs through appropriate resource allocation.
RESPONSIBLE OFFICIAL:	Commissioner, Bureau of Reclamation Manager, Civil Right Division
DATE OBJECTIVE INITIATED:	January 27, 2017
TARGET DATE FOR COMPLETION OF OBJECTIVE:	Unknown

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
CRD Manager to draft/revise/update position descriptions and vacancy announcements to fill 5-6 positions in the CRD.	September 2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:
Sufficient resources are allocated to carry out the EEO program. However, there were significant staffing shortages in FY17 due to office turnover and difficulty backfilling vacant positions. From September 2016 to date, all prior CRD staff left the Agency. A federal hiring freeze was imposed on January 23, 2017, further hindering CRD's ability to fill these vacancies. In FY18, CRD hired 4 staff members as well as a new manager, with only 2 vacancies remaining to be filled in the remainder of the FY.

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STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** Requires that the agency's statutory/regulatory EEO related Special Emphasis Programs are sufficiently staffed. **Compliance Indicator** – Federal Women's Program (FWP), Hispanic Employment Program (HEP), and People with Disabilities Program (PWDP) Manager positions are staffed and operating **Measure #27, a.-c.:** Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?
OBJECTIVE:	To ensure all mandatory SEPs are staffed and operating to assist with workforce representation, recruitment, retention
RESPONSIBLE OFFICIAL:	Manager, Civil Right Division Specialist, Diversity and Inclusion (CRD; currently vacant)
DATE OBJECTIVE INITIATED:	November 3, 2015, and on-going
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2017

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Solicited nominees for FWP, HEP, and PWDP Managers	December 19, 2016
Nominations received at CRD	January 20, 2017
SEPM selections by CRD manager	March 01, 2017
GP Regional FWP, HEP, and PWDP Manager positions filled	EOFY17

Fill D&I Specialist position in CRD	September 30, 2018
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	
Regions are well-staffed with SEPMs in either HR or EEO offices. LC Region additionally has SEP staff at field locations. The CRD's position of D&I Specialist, who has oversight of Bureau-wide SEPMs, became vacant in January 2017. Due to the hiring freeze, there was an initial delay in backfilling the vacancy. The position was announced and competed, with a candidate selected in April 2018. However, the candidate declined the position. The position description is now being revised to better align with office needs.	

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BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** Requires that the agency's statutory/regulatory EEO related Special Emphasis Programs are sufficiently staffed. **Compliance Indicator** – EEO Office monitors SEPs to ensure compliance and reporting of recruitment and outreach efforts across a diverse range of under-represented groups. **Measure #28:** Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP – 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?
OBJECTIVE:	To ensure SEPs are functioning to enhance workforce representation, recruitment, retention of diverse groups.
RESPONSIBLE OFFICIAL:	Manager, Civil Right Division Specialist, Diversity and Inclusion (CRD; currently vacant)
DATE OBJECTIVE INITIATED:	January 28, 2017
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2017

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Hire Diversity and Inclusion Specialist in Bureau CRD Office to provide leadership and ensure compliance of SEPs with EEO guidelines and principles.	9/30/2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:
Regions are well-staffed with SEPMs in either HR or EEO offices. LC Region additionally has SEP staff at field locations. The CRD's position of D&I Specialist, who has oversight of Bureau-wide SEPMs, became vacant in January 2017. Due to the hiring freeze, there was an initial delay in backfilling the vacancy. The position was announced and competed, with a candidate selected in April 2018. However, the candidate declined the position. The position description is now being revised to better align with office needs.

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STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** The Agency has committed sufficient budget to support the success of its EEO Programs. **Compliance Indicator –** The Agency has sufficient resources to conduct thorough barrier analyses of its workforce. **Measure #29:** Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems?
OBJECTIVE:	To ensure that the Agency is monitoring workforce diversity and proactively addresses barriers to equal opportunity in all aspects of employment.
RESPONSIBLE OFFICIAL:	Director, Policy & Administration Manager, Civil Right Division Specialist, Diversity and Inclusion (CRD; currently vacant)
DATE OBJECTIVE INITIATED:	January 2017
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2017

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Fill D&I Specialist position in CRD to conduct and lead barrier analysis efforts.	September 30, 2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:
The CRD's position of D&I Specialist, who conducts and coordinates barrier analyses for the agency, became vacant in January 2017. Due to the hiring freeze, there was an initial delay in backfilling the vacancy. The position was announced and competed, with a candidate selected in April 2018. However, the candidate declined the position. The position description is now being revised to better align with office needs.

EEOC FORM
715-01 PART H
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
EEO Plan to Attain the Essential Elements of a Model EEO Program

BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION** **Compliance Indicator** – The agency has committed sufficient budget to support the success of its EEO Programs. **Measure #34, b.:** - Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures? - Is there sufficient funding to ensure that all employees have access to this training and information?
OBJECTIVE:	To ensure all employees receive EEO training on an annual basis
RESPONSIBLE OFFICIAL:	Civil Rights Division Manager HRPPD
DATE OBJECTIVE INITIATED:	December 15, 2016
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2018

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Implement harassment bystander and generational training.	September 2018
Develop curriculum for annual EEO and diversity-related training based upon trends in complaints, grievances, and surveys.	September 2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

In response to widespread reports of unaddressed sexual harassment in the National Park Service, DOI has undertaken an anti-harassment initiative throughout the Bureaus. Part of the initiative is to have the Department's entire workforce take *Civil Treatment for Leaders*© training. It is expected that CT will be productive and helpful for the workforce in combatting harassment of all types, lawful and unlawful.

In FY17 and FY18, Reclamation required Civil Treatment training for 100 percent of the workforce, including employees and managers.

EEO training is also provided during new supervisor training and new employee orientation. NoFEAR Act training was deployed in 2017. Additionally, CRD is partnering with HRPPD to design a rotating training curriculum for the Bureau, including training on topics such as reasonable accommodation, harassment, and retaliation, which will be designed based on need as demonstrated by EEO complaints, grievances, and anti-harassment trends.

Reclamation is currently requiring anti-harassment training to educate the workforce on the Department's new policy. All relevant HR and EEO professionals across Reclamation have been trained on implementation procedures. Approximately 500 employees and managers have completed anti-harassment training pertaining to the new policy to date.

EEOOC FORM
715-01 PART H
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
EEO Plan to Attain the Essential Elements of a Model EEO Program

BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element E: EFFICIENCY** **Compliance Indicator –** The Agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers. **Measure #56:** The EEO Office employs personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions.
OBJECTIVE:	EEO offices are adequately staffed with trained personnel who regularly conduct barrier analyses and implement action plans to address systemic barriers.
RESPONSIBLE OFFICIAL:	Commissioner, Bureau of Reclamation Manager, Civil Right Division Regional EEO Managers
DATE OBJECTIVE INITIATED:	December 15, 2016
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2017

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Fill D&I Specialist position in CRD to conduct and lead barrier analysis efforts.	Unknown

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:
The CRD has experienced turnover of every one of its positions from FY16-FY18, with significant understaffing through most of that time. As the office rebuilds, it is allocated sufficient funding and training to recreate a successful team which will be able to conduct barrier analyses and implement action plans. Currently, the division has hired a new manager,

two EEO specialists, a Title VI specialist, and an administrative assistant. A third EEO specialist and a diversity and inclusion specialist will be hired with a target date of September 30, 2018, bringing the office to its fully staffed levels. Training opportunities are already being explored, to include assistance from the Department, in addition to training offered by the EEOC and related entities.

EEOC FORM
715-01 PART H
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
EEO Plan to Attain the Essential Elements of a Model EEO Program

BUREAU OF RECLAMATION **Updated FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element E: EFFICIENCY** Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process. **Compliance Indicator** – The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs. **Measure #63:** Does the agency hold contractors accountable for delays in counseling and investigation processing times?
OBJECTIVE:	To ensure Reclamation meets regulatory timeframes for processing EEO complaints, and provides a method of quality control for all contracted services.
RESPONSIBLE OFFICIAL:	Manager, Civil Rights Division; Informal and Formal Complaints Managers, CRD EEO Managers, Regional Offices
DATE OBJECTIVE INITIATED:	December 15, 2016
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2018

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Establish Statements of Work for EEO Counselors and Investigators to be used at CRD	September 2018
Ascertain number of regional EEO Offices relying on contract counselors	June 2017

Establish appropriate contracts with performance and timeliness standards, and penalties for noncompliance in all Bureau EEO offices	September 2018
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	
CRD Manager is currently drafting Statements of Work for contracted services, and conducting an analysis of benefits and drawbacks to contracting services via credit card micro-purchase as compared to BPA or RFQ for individual investigations. CRD Manager is also researching BPAs currently in place for the Department.	

EEOC FORM
715-01 PART H
U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
EEO Plan to Attain the Essential Elements of a Model EEO Program

BUREAU OF RECLAMATION **Updated for FY 2017**	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	**Essential Element E: EFFICIENCY** Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process. **Compliance Indicator –** The agency has sufficient staffing, funding, and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination. **Measure 66, a., c., and d.:** Are benchmarks in place which compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614? a. Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days? b. Does the agency complete the investigations within the applicable prescribed time frame? c. When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?
OBJECTIVE:	To ensure timely processing of EEO complaints in accordance with 29 CFR 1614.
RESPONSIBLE OFFICIAL:	Director, Office of Civil Rights, Department of Interior Manager, Civil Right Division (CRD) Managers, Informal and Formal Complaints (CRD) EEO Managers, Regional Offices

DATE OBJECTIVE INITIATED:	December 15, 2016
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2017

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
Meet with Regional EEO Managers to discuss causes for delays	March 2017
See action plan for Measure 63, above, in re Statements of Work, and contracted services	EOFY 2018

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

In FY17, Reclamation timely counseled 93% of its informal complaints, which is an improvement of 9% over FY16. Of the four untimely counseled complaints, two were from the MP Region, one was from LC, and one was from GP.

Reclamation untimely completed 8 of 19 (42%) of investigations in FY17. Delays were due to the 75% understaffing/hiring freeze in the CRD in FY17 and will be remedied in FY18.

In FY17, one of 7 (14%) FADS were issued from DOI Office of Civil Rights more than 60 days after the request. The Bureau is not responsible for drafting or issuance of FADs.

EEOC FORM 715-01 PART I	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
BUREAU OF RECLAMATION	FY 2017
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue.	**Under-Representation of African American Males in Mission Critical Occupations** Reclamation's African American (AA) male and female workforce participation rates (2.2% and 1.5%, respectively) are lower than the 2010 Occupational Civilian Labor Force (CLF), which are 5.5% and 6.5%, respectively. Additionally, AA employees are under-represented in most of Reclamation's mission-critical occupations (MCOs) (9 of 11 for AA males; 10 of 11 for AA females). In FY16 there was underrepresentation in 7 of 11 MCOs for AA males, and 8 of 11 MCOs for AA females, indicating an increase of underrepresentation in these occupations between FY16 and FY17. Some of Reclamation's MCOs lack any AA males or females (1/11 for AA males, and 5/11 for AA females).
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Barrier analysis was not conducted in FY17 due to CRD staff shortage and hiring freeze.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	As no systemic barrier analysis has ever been conducted on the representation of African Americans in Reclamation's workforce, the barriers are currently unidentified.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be	To increase participation rates of AA employees in all graded positions and in MCOs to achieve parity with relevant CLFs.

implemented to correct the undesired condition.	
RESPONSIBLE OFFICIAL:	Manager, Civil Rights Division Diversity and Inclusion Specialist, Civil Rights Division (currently vacant)
DATE OBJECTIVE INITIATED:	December 1, 2016
TARGET DATE FOR COMPLETION OF OBJECTIVE:	December 31, 2019

EEOC FORM 715-01 PART I	**EEO Plan to Eliminate Identified Barrier**
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	**TARGET DATE (Must be specific)**
Fill vacant Diversity and Inclusion Specialist position	9/30/2018
Conduct an in-depth barrier analysis Reclamation-wide by reviewing workforce statistics, and other sources of information (e.g., targeted outreach and recruitment activities; climate assessments; focus groups; surveys), to identify triggers and root causes.	3/31/2019
Develop an action plan based on results of barrier analysis	6/31/2019
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	

EEOC FORM 715-01 PART I	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
BUREAU OF RECLAMATION	FY 2016
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue.	**Hispanics in the Federal Workforce** Per the August 10, 2017 Memorandum for Heads of Executive Departments and Agencies (the Memo), all Federal agencies with at least 1000 full-time equivalent employees were required to conduct a barrier analysis of the employment of Hispanic employees at levels GS-12 through SES
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Steps and data are as prescribed in the Memo: I. Workforce Analysis; II. Root Cause Analysis; III. Solution Development; IV. Showcase best practices.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barriers are unidentified currently. Basic workforce analyses were conducted using the A Tables to the MD715, and triggers noted for additional analyses. The remainder of the analysis will be conducted by CRD staff in FY18 and FY19, and will reference past barrier analyses conducted in Reclamation regarding Hispanic employees (i.e., Hispanics within Reclamation Assessment Report, Fiscal Years 2010-2012, attached to this report).
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	To ensure that Hispanic employees of Reclamation are provided equal opportunity to compete and work and that they are compensated equally for similar work. To ensure advancement opportunities exist at every level of the workforce, and to minimize opportunities for favoritism or disparate treatment.
RESPONSIBLE OFFICIAL:	Manager, Civil Rights Division Diversity and Inclusion Specialist, Civil Rights Division (currently vacant) Others as needed (TBD)

DATE OBJECTIVE INITIATED:	August 10, 2017
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2018

EEOC FORM 715-01 PART I	**EEO Plan to Eliminate Identified Barrier**
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	**TARGET DATE (Must be specific)**
Fill vacant Diversity and Inclusion Specialist position	9/30/2018
Conduct an in-depth barrier analysis Reclamation-wide by reviewing workforce statistics, and other sources of information (e.g., targeted outreach and recruitment activities; climate assessments; focus groups; surveys), to identify triggers and root causes.	3/31/2019
Develop an action plan based on results of barrier analysis	6/31/2019
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	

MD-715 – Part J

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

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

Section I: Efforts to Reach Regulatory Goals

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

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

   a. Cluster GS-1 to GS-10 (PWD) Yes 0 No X
   b. Cluster GS-11 to SES (PWD) Yes X No 0

The percentage of PWD in the GS-11 to SES cluster was 10.99% in FY 2017, which falls below the goal of 12%.

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

   a. Cluster GS-1 to GS-10 (PWTD) Yes 0 No X
   b. Cluster GS-11 to SES (PWTD) Yes 0 No X

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

Prior to a position being advertised, a pre-recruitment consultation (PRC) is conducted where an assessment of a vacant position, including numerical goals, alternative position management and recruitment methods, the sharing of statistical workforce data, and targeted recruitment options for advertisement such as PWD, PWTD, veterans, and upward mobility are discussed between Human Resources (HR), EEO professionals, and the hiring official.

Section II: Model Disability Program

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

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

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

Yes X No 0

Reclamation has a designated HR Specialist who processes all reasonable accommodation requests from applicants and employees with disabilities. In addition, the HR Office has a HR Specialist who processes applications and answers questions from the public about disability hiring authorities. The Civil Rights Office is in the process of hiring a Disability Program Manager.

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	X			Jeanette Glenn, Human Resources Specialist, Human Resources Office, jglenn@usbr.gov
Answering questions from the public about hiring authorities that take disability into account	X			Jeanette Glenn, Human Resources Specialist, Human Resources Office, jglenn@usbr.gov
Processing reasonable accommodation requests from applicants and employees	X			Robert Cannon, Human Resources Specialist, rcannon@usbr.gov
Section 508 Compliance	X			The position currently vacant and is targeted to be filled.

Architectural Barriers Act Compliance	X			Sloan W. Farrell Chief, Public Civil Rights Division. Sloan_Farrell@ios.doi.gov
Special Emphasis Program for PWD and PWTD	X			This position has been vacant since January 2017, but is targeted to be filled by the end of FY 2018.

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

Yes No X

The position has been vacant since January 2017. The division is recruiting for the position and is targeted to be filled by the end of FY 2018. Once the position is filled, the employee will attend the EEOC's Disability Program Manager Training.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Yes X No 0

Reclamation has sufficient funding to implement the disability program, as well as other resources. However, the program has not been active since January 2017, when the position became vacant.

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

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

The Workforce Recruitment Program (WRP) is a recruitment and referral program that connects employers with qualified job applicants for positions. Applicants are postsecondary students with disabilities who are eager to prove their abilities in the workforce. Through the WRP, employers have access to candidates across the nation, the ability to source candidates who are disabled veterans, pre-screened job candidates, and flexibility to appoint those with disabilities to internships or temporary and permanent positions.

Reclamation supports partnerships with state rehabilitation offices, veterans' networks, and many disability workforce recruiting organizations that provide workshops and training to secure employment for their participants in the workforce. These programs are designed to develop, enhance, and/or provide an entryway back into the workforce while providing managers an opportunity to sponsor internships while going through the process of filling vacant position.

Reclamation's Regional HRO's frequently sends vacancy announcements to many organizations including, but not limited to: 29 veterans' organizations, eight vocational rehabilitation contacts, three youth organizations, 17 employee organizations and partner organizations, 15 diversity/job service organizations, and over 150 colleges and universities. These vacancy notifications reinforce Reclamation's commitment to becoming a model employer of people with disabilities.

Reclamation works closely with the Wounded Warrior Project and the Feds Hire Vets to develop job search training and increase opportunities for disabled veterans to obtain employment.

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

During the PRC phase of Reclamation's hiring practice, the servicing EEO and HR Offices provide the hiring official with information on diversity statistics within the Region and their office. These statistics include information on PWD and PWTD. The hiring official is provided with recruitment strategies to increase the number of PWD and PWTD that includes hiring candidates using Schedule A, 30% or More Disabled Veteran Authority, and the Veterans Recruitment Authority.

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

Schedule A is the main platform to hire people with disabilities. Applicants can be identified through numerous avenues such as vacancy announcements, recruitment fairs, vocational rehabilitation centers, special emphasis programs, or by word of mouth. When a person with a disability applies for a position in a vacancy announcement, the HR Specialist will review the applicant's hiring package to determine their eligibility and qualifications. The applicant must submit documentation of their disability. Documentation of eligibility for employment under Schedule A can be obtained from a licensed medical professional (e.g., a physician or other medical professional certified by a state, the District of Columbia, or a U.S. territory to practice medicine); a licensed vocational rehabilitation specialist (i.e., state or private); or any Federal agency, state agency, or agency of the District of Columbia or a U.S. territory that issues or provides disability benefits. If the proper documentation has been submitted and the applicant is determined to be qualified for the position, they are referred non-competitively to the hiring official. Under Schedule A, veterans' preference does apply and the veterans' preference is annotated on the selection certificate.

Another hiring authority that is used is the 30% or More Disabled Veteran Authority. As with Schedule A, applicants can be identified through various avenues such as those listed above or through veterans' organizations or through the Department's Veterans' hiring programs. The applicant must provide a copy of their letter from the Veterans Administration showing they are a 30% or more compensable veteran. The veteran must be found qualified. If qualified, the veteran may be referred to the hiring official.

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

Yes X No 0 N/A 0

Several disability awareness training events were held during FY 2017, covering mental health topics, the plight of soldiers who have returned from war physically and/or psychologically wounded, recruiting, hiring, and retaining individuals with disabilities, promoting employment of individuals with disabilities, post dramatic stress disorder and the workplace, and best practices for complying with Section 501 of the Rehabilitation Act, to name a few.

State and local rehabilitation departments continue to be invited to present disability awareness training to our employees.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

Reclamation has been successful in involving managers and supervisors in recruitment activities which address barriers and solutions to overcome barriers in recruiting a diverse workforce. In all regions, PRCs are held with hiring officials for all advertised positions. These consultations provide information regarding under-represented groups of individuals in the workforce and identify potential source audiences, workforce centers, schools and learning institutions, as well as tribal, colleges and organizations, veterans' groups, and community-based diversity programs where sources of diverse candidates may be found.

Reclamation's Regional HRO's frequently sends vacancy announcements to many organizations including, but not limited to: 29 veterans' organizations, eight vocational rehabilitation contacts, three youth organizations, 17 employee organizations and partner organizations, 15 diversity/job service organizations, and over 150 colleges and universities. These vacancy notifications reinforce Reclamation's commitment to becoming a model employer of people with disabilities.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

   a. New Hires for Permanent Workforce (PWD) Yes 0 No X
   b. New Hires for Permanent Workforce (PWTD) Yes 0 No X

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

   a. New Hires for MCO (PWD) Yes X No 0
   b. New Hires for MCO (PWTD) Yes X No 0

Using the pool of qualified applicants, when comparing the total hiring rate to the PWD hiring rate and PWTD hiring rate, triggers exist for the following MCO's:

201 HR Management: Benchmark – 4.29%, PWD – 0.0%, PWTD – 0.0%
401 Gen Natural Resources: Benchmark – 1.20%, PWD – 1.09%
501 Accounting: Benchmark – 7.69%, PWD – 0.0%, PWTD – 0.0%
560 Budget: Benchmark – 3.85%, PWD – 3.03%
810 Civil Engineering: Benchmark – 9.29%, PWD – 5.13%
830 Mechanical Engineering: Benchmark – 3.44%, PWD – 0.0%, PWTD – 0.0%
850 Electrical Engineering: Benchmark – 5.41%, PWD – 0.0%, PWTD – 0.0%
1102 Contracting: Benchmark – 2.20%, PWD – 1.0%, PWTD – 2.04%
2810 High Voltage Electrician: Benchmark – 6.13%, PWD – 0.0%, PWTD – 0.0%
5352 Industrial Equip Mechanic: Benchmark – 4.85%, PWD – 3.57%, PWTD – 0.0%

Note: This data is only based upon voluntary self-identification of demographic data within the application process and therefore does not likely include all PWD/PWTD.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.
   a. Qualified Applicants for MCO (PWD) Yes X No 0
   b. Qualified Applicants for MCO (PWTD) Yes X No 0

Using the pool of qualified internal applicants, when comparing the total hiring rate to the PWD hiring rate and PWTD hiring rate, triggers exist for the following MCO's:

201 HR Management: Benchmark - 50.0%, PWD – 0.0%, PWTD – 0.0%
401 Gen Natural Resources: Benchmark – 40.0%, PWD – 0.0%, PWTD – 0.0%
560 Budget: Benchmark – 2.41%, PWD – 0.0%, PWTD – 0.0%
810 Civil Engineering: Benchmark – 37.5%, PWD – 0.0%, PWTD – 0.0%
2810 High Voltage Electrician: Benchmark – 40.0%, PWD – 0.0%, PWTD – 0.0%
5352 Industrial Equip Mechanic: Benchmark – 19.05%, PWD – 0.0%, PWTD – 0.0%

Note: This data is only based upon voluntary self-identification of demographic data within the application process and therefore does not likely include all PWD/PWTD.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.
   a. Promotions for MCO (PWD) Yes 0 No 0
   b. Promotions for MCO (PWTD) Yes 0 No 0

Using the pool of qualified internal competitive promotions, when comparing the total promotion rate to the PWD promotion rate and PWTD promotion rate, triggers exist for the following MCO's:

201 HR Management: Benchmark – 50.0%, PWD – 0.0%, PWTD – 0.0%
401 Gen Natural Resources: Benchmark – 40.0%, PWD – 0.0%, PWTD – 0.0%
560 Budget: Benchmark – 2.41%, PWD – 0.0%, PWTD – 0.0%
810 Civil Engineering: Benchmark – 37.5%, PWD – 0.0%, PWTD – 0.0%
2810 High Voltage Electrician: Benchmark – 40.0%, PWD – 0.0%, PWTD – 0.0%
5352 Industrial Equip Mechanic: Benchmark – 19.05%, PWD – 0.0%, PWTD – 0.0%

Note: This data is only based upon voluntary self-identification of demographic data within the application process and therefore does not likely include all PWD/PWTD.

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

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

A. ADVANCEMENT PROGRAM PLAN

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

At the beginning of each fiscal year, employees are given the option to create an Individual Development Plan (IDP), which assists employees in career and personal development. IDPs help employees reach short and long-term goals, as well as improve current job performance.

In addition, prior to the recruitment of a position, hiring officials discuss upward mobility options with HR and EEO staff.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

Reclamation has two development programs in place: Exploring Supervision at Reclamation (ESaR) and the Reclamation Leadership Development Program (RLDP). ESaR introduces non-supervisory employees with information on supervisory responsibilities. The training provides an overview of supervisory and human resource

competencies that new supervisors need to master as they transition from an individual contributor role to a supervisor role or to being a supervisor in the Federal Government.

The RLDP provides a variety of developmental experiences to broaden perspectives and competencies in leadership and management for dynamic self-starters with proven management and communication skills at the GS-13 and GS-14 or equivalent levels who have demonstrated significant potential for serving in higher level leadership positions. These include attendance at the Office of Personnel Management's (OPM) Leadership Assessment Program, courses in leading organizations, budgetary policies and processes, internal controls, and two of OPM's leadership development courses and a minimum 60-day developmental assignment in a leadership position.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.]

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

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

   a. Applicants (PWD) Yes 0 No 0
   b. Selections (PWD) Yes 0 No 0

Disability status is not currently tracked for career development programs.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

   a. Applicants (PWTD) Yes 0 No 0
   b. Selections (PWTD) Yes 0 No 0

Disability status is not currently tracked for career development programs.

C. AWARDS

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

   a. Awards, Bonuses, & Incentives (PWD) Yes X No 0
   b. Awards, Bonuses, & Incentives (PWTD) Yes X No 0

For both PWD and PWTD, time off awards exceeded those of the inclusion rate. For cash awards between $100-$500, PWTD exceeded the inclusion rate but PWD were at a rate of 13.17 compared to a benchmark rate of 14.13 percent. Both PWD and PWTD showed triggers for cash awards over $500. For PWD, the award rate was 13.07 percent (compared to 14.13 percent). For PWTD, the award rate was 3.17 percent, compared to a 3.49 percent benchmark.

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

   a. Pay Increases (PWD) Yes X No 0
   b. Pay Increases (PWTD) Yes X No 0

11.8 percent of quality step increases were given to PWD (inclusion rate of 14.13 percent), and 2.77 percent were given to PWTD (inclusion rate of 3.49 percent).

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

a. Other Types of Recognition (PWD)	Yes 0	No 0	N/A X
b. Other Types of Recognition (PWTD)	Yes 0	No 0	N/A X

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. SES		
i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0
b. Grade GS-15		
i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0
c. Grade GS-14		
i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0
d. Grade GS-13		
i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0

At grades 14, 15, and SES, no internal candidates self-identified as having a disability during the application process. It is unclear if candidates are choosing against self-identifying or if they do not have disabilities. At the GS-13 level, 5 applicants self-identified as having disabilities, all of which were targeted, 60 percent were deemed qualified, and 0 were selected. For the total applicant pool at the GS-13 level, 81 percent were deemed qualified and 11.5 percent were selected.

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

   a. SES

      i. Qualified Internal Applicants (PWTD) Yes X No 0

      ii. Internal Selections (PWTD) Yes X No 0

   b. Grade GS-15

      i. Qualified Internal Applicants (PWTD) Yes X No 0

      ii. Internal Selections (PWTD) Yes X No 0

   c. Grade GS-14

      i. Qualified Internal Applicants (PWTD) Yes X No 0

      ii. Internal Selections (PWTD) Yes X No 0

   d. Grade GS-13

      i. Qualified Internal Applicants (PWTD) Yes X No 0

      ii. Internal Selections (PWTD) Yes X No 0

At grades 14, 15, and SES, no internal candidates self-identified as having a disability during the application process. It is unclear if candidates are choosing against self-identifying or if they do not have disabilities. At the GS-13 level, 5 applicants self-identified as having disabilities, all of which were targeted, 60 percent were deemed qualified, and 0 were selected. For the total applicant pool at the GS-13 level, 81 percent were deemed qualified and 11.5 percent were selected.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. New Hires to SES (PWD)	Yes 0	No 0
b. New Hires to GS-15 (PWD)	Yes 0	No 0
c. New Hires to GS-14 (PWD)	Yes 0	No 0
d. New Hires to GS-13 (PWD)	Yes 0	No 0

Reclamation does not currently have access to the requisite data to analyze this information.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. New Hires to SES (PWTD)	Yes 0	No 0
b. New Hires to GS-15 (PWTD)	Yes 0	No 0
c. New Hires to GS-14 (PWTD)	Yes 0	No 0
d. New Hires to GS-13 (PWTD)	Yes 0	No 0

Reclamation does not currently have access to the requisite data to analyze this information.

5. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

   a. Executives
      i. Qualified Internal Applicants (PWD) Yes 0 No X
      ii. Internal Selections (PWD) Yes 0 No X
   b. Managers
      i. Qualified Internal Applicants (PWD) Yes 0 No X
      ii. Internal Selections (PWD) Yes 0 No X
   c. Supervisors
      i. Qualified Internal Applicants (PWD) Yes 0 No X
      ii. Internal Selections (PWD) Yes 0 No X

Reclamation does not currently have access to the requisite data to analyze this information.

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

   a. Executives
      i. Qualified Internal Applicants (PWTD) Yes 0 No X
      ii. Internal Selections (PWTD) Yes 0 No X
   b. Managers
      i. Qualified Internal Applicants (PWTD) Yes 0 No X
      ii. Internal Selections (PWTD) Yes 0 No X
   c. Supervisors
      i. Qualified Internal Applicants (PWTD) Yes 0 No X
      ii. Internal Selections (PWTD) Yes 0 No X

Reclamation does not currently have access to the requisite data to analyze this information.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.
    a. New Hires for Executives (PWD) Yes 0 No X
    b. New Hires for Managers (PWD) Yes X No 0
    c. New Hires for Supervisors (PWD) Yes X No 0

Reclamation does not currently have access to the requisite data to analyze this information.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.
    a. New Hires for Executives (PWTD) Yes 0 No X
    b. New Hires for Managers (PWTD) Yes X No 0
    c. New Hires for Supervisors (PWTD) Yes X No 0

Reclamation does not currently have access to the requisite data to analyze this information.

Section V: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

Yes X No 0 N/A 0

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

a. Voluntary Separations (PWD)	Yes x	No 0
b. Involuntary Separations (PWD)	Yes x	No 0

For voluntary separations, persons with no disability separated at rate of 8.8 percent. For involuntary, persons with no disability separated at a rate of 0.3 percent. Those with disabilities separated voluntarily at a rate of 11.7 percent, and involuntarily at a rate of 0.4 percent.

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

a. Voluntary Separations (PWTD)	Yes 0	No x
b. Involuntary Separations (PWTD)	Yes 0	No x

Voluntary separations for PWTD were at less than half the rate of those with no disabilities. While the involuntary rate is percentage-wise slightly higher, this is due to an extremely low sample size of just 1 involuntarily separated PWTD, and would thus be at a rate of 0 percent were it not for a single individual.

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

This analysis was not conducted this FY due to significant understaffing and turnover, but will be completed for FY18's data.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

Reclamation's Accessibility Policy https://www.usbr.gov/main/access.html

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

Reclamation's Accessibility Policy https://www.usbr.gov/main/access.html

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

Reclamation plans to hire a Section 508 Coordinator.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

Though all accommodations are different, initial processing time to enter into the interactive process which is the first step is normally within 10 days.

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

Training for managers and supervisors is done on a quarterly basis. Scheduled classes are focused to provide each manager and supervisor insight into the accommodation process. Classes include, how to recognize a request for accommodation, how to engage in the interactive process, how to meet timelines, ensure proper documentation throughout the process. The RA policy is an effective overview of the entire process. Local training provides more in-depth detail of the process.

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

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

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

The Department of Interior implemented procedures for personal assistance services with Personnel Bulletin No. 17-18, dated January 10, 2018. The Personnel Bulletin directs Bureaus to provide personal assistance services to employees who, because of targeted disabilities, require such assistance during work hours or to participate in work-related travel. These procedures have been disseminated to the regions for immediate implementation. The Personnel Bulletin for Reasonable Accommodation has been redrafted and is currently under review with the Office of the Solicitor. New

EEOC regulations, however, required agencies to include guidance on Personal Assistance Services (PAS) as part of our RA policy, effective January 3, 2018. Because the RA PB is still under review the Department created the separate PB 17-18 for Personal Assistive Services to supplement our current Reasonable Accommodation Personal Bulletin. The Bureau of Reclamation will follow the policies of the Department concerning PAS. This is a new initiative and Reclamation has not had any cases to date.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

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

   Yes X No 0 N/A 0

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

   Yes 0 No X N/A 0

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

Reclamation did not have a finding of discrimination based on disability status during FY 2017.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

   Yes 0 No X N/A 0

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

   Yes 0 No X N/A 0

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

Reclamation did not have a finding of discrimination based on disability status during FY 2017.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

   Yes X No 0

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

   Yes X No 0 N/A 0

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

Trigger 1	In FY16, Reclamation's workforce representation of PWTD was at 1.78%	
Barrier(s)	Unknown	
Objective(s)	Conduct a thorough barrier analysis to determine reason for less than expected participation rate of PWTD.	
Responsible Official(s)		**Performance Standards Address the Plan?** (Yes or No)
Manager, Civil Rights Division; Reclamation's Disability Program Manager		No
Barrier Analysis Process Completed? (Yes or No)		**Barrier(s) Identified?** (Yes or No)
No		No
Sources of Data	**Sources Reviewed?** (Yes or No)	**Identify Information Collected**
Workforce Data Tables	Yes	
Complaint Data (Trends)	No	
Grievance Data (Trends)	No	

Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

Target Date (mm/dd/yyyy)	**Planned Activities**	**Sufficient Staffing & Funding** (Yes or No)	**Modified Date** (mm/dd/yyyy)	**Completion Date** (mm/dd/yyyy)
6/30/2017	Assemble team to revise recruitment plan for PWTDs, including representatives from CRD, HR Operations, HR Policy and Programs Divisions, and SMEs from Reclamation's regional offices.	No	09/30/18	N/A
6/30/2017	Review applicant flow data for PWTD.	No	12/31/18	N/A
8/31/2017	Review advancement of PWTD, assessing advancement opportunities and successes with recommendations to improve future retention efforts.	No	12/31/18	
9/30/2017	Draft plan to recruit PWTD	No	03/31/19	N/A
12/21/2017	Coordinate, review comments, and submit final draft through Reclamation manual review process.	No	05/30/19	N/A
3/31/2017	CRD and HRPPD managers will finalize and implement plan.	No	09/30/19	N/A
9/30/2018	Fill Diversity and Inclusion Specialist position and conduct barrier analysis.	Yes	12/31/18	N/A

Fiscal Year	**Accomplishments**
FY17	For FY17, Reclamation met the goal of 2% for PWTD, as well as the 12% goal for PWD.

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

In FY17, the Civil Rights Division experienced high turnover and has not yet been restaffed. As such, planned activities were not completed.

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

For FY17, Reclamation met the goal of 2% for PWTD, as well as the 12% goal for PWD.

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

In FY18, the Civil Rights Division is restaffing all positions and will conduct barrier analysis to determine an effective plan for FY19.

Table A1: TOTAL WORKFORCE - Distribution by Race/Ethnicity and Sex

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
TOTAL																		
Prior FY	#	5345	3600	1745	319	202	2890	1294	114	80	121	79	24	11	113	64	19	15
	%	100.00	67.35	32.65	5.97	3.78	54.07	24.21	2.13	1.50	2.26	1.48	0.45	0.21	2.11	1.20	0.36	0.28
Current FY	#	5423	3657	1766	334	212	2903	1302	121	79	134	79	27	12	116	66	22	16
	%	100.00	67.43	32.57	6.16	3.91	53.53	24.01	2.23	1.46	2.47	1.46	0.50	0.22	2.14	1.22	0.41	0.30
CLF 2010	%	100.00	51.84	48.16	5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Alternate Benchmark	%	100.00	65.15	34.85	4.61	2.82	51.41	25.38	4.86	4.10	3.24	1.93	0.07	0.05	0.66	0.36	0.30	0.21
Difference	#	78	57	21	15	10	13	8	7	-1	13	0	3	1	3	2	3	1
Ratio Change	%	0.00	0.08	-0.08	0.19	0.13	-0.54	-0.20	0.10	-0.04	0.21	-0.02	0.05	0.02	0.02	0.02	0.05	0.01
Net Change	%	1.46	1.58	1.20	4.70	4.95	0.45	0.62	6.14	-1.25	10.74	0.00	12.50	9.09	2.65	3.13	15.79	6.67
PERMANENT																		
Prior FY	#	5179	3487	1692	307	197	2802	1252	113	80	117	77	24	11	107	61	17	14
	%	100.00	67.33	32.67	5.93	3.80	54.10	24.17	2.18	1.54	2.26	1.49	0.46	0.21	2.07	1.18	0.33	0.27
Current FY	#	5273	3566	1707	324	205	2833	1259	120	76	130	75	27	12	111	64	21	16
	%	100.00	67.63	32.37	6.14	3.89	53.73	23.88	2.28	1.44	2.47	1.42	0.51	0.23	2.11	1.21	0.40	0.30
Difference	#	94	79	15	17	8	31	7	7	-4	13	-2	3	1	4	3	4	2
Ratio Change	%	0.00	0.30	-0.30	0.22	0.08	-0.38	-0.30	0.09	-0.10	0.21	-0.06	0.05	0.02	0.04	0.04	0.07	0.03
Net Change	%	1.82	2.27	0.89	5.54	4.06	1.11	0.56	6.19	-5.00	11.11	-2.60	12.50	9.09	3.74	4.92	23.53	14.29
TEMPORARY																		
Prior FY	#	166	113	53	12	5	88	42	1	0	4	2	0	0	6	3	2	1
	%	100.00	68.07	31.93	7.23	3.01	53.01	25.30	0.60	0.00	2.41	1.20	0.00	0.00	3.61	1.81	1.20	0.60
Current FY	#	150	91	59	10	7	70	43	1	3	4	4	0	0	5	2	1	0
	%	100.00	60.67	39.33	6.67	4.67	46.67	28.67	0.67	2.00	2.67	2.67	0.00	0.00	3.33	1.33	0.67	0.00
Difference	#	-16	-22	6	-2	2	-18	1	0	3	0	2	0	0	-1	-1	-1	-1
Ratio Change	%	0.00	-7.41	7.41	-0.56	1.65	-6.35	3.37	0.06	2.00	0.26	1.46	0.00	0.00	-0.28	-0.47	-0.54	-0.60
Net Change	%	-9.64	-19.47	11.32	-16.67	40.00	-20.45	2.38	0.00	0.00	0.00	100.00	0.00	0.00	-16.67	-33.33	-50.00	-100.00
NON-APPROPRIATED																		
Prior FY	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Current FY	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Difference	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ratio Change	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Change	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A2: TOTAL WORKFORCE BY COMPONENT - Distribution by Race/Ethnicity and Sex

Employment Tenure		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
TOTAL FY	#	5273	3566	1707	324	205	2833	1259	120	76	130	75	27	12	111	64	21	16
	%	100.00	67.63	32.37	6.14	3.89	53.73	23.88	2.28	1.44	2.47	1.42	0.51	0.23	2.11	1.21	0.40	0.30
CLF 2010	%	100.00	51.84	48.16	5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Alternate Benchmark	%	100.00	65.27	34.72	4.61	2.81	51.54	25.29	4.86	4.08	3.24	1.92	0.07	0.05	0.66	0.36	0.30	0.21
Pacific Northwest Region	#	1170	873	297	53	28	736	244	19	2	17	4	7	2	40	15	1	2
	%	100.00	74.62	25.38	4.53	2.39	62.91	20.85	1.62	0.17	1.45	0.34	0.60	0.17	3.42	1.28	0.09	0.17
Mid-Pacific Region	#	969	619	350	70	45	442	230	28	29	53	33	7	4	14	6	5	3
	%	100.00	63.88	36.12	7.22	4.64	45.61	23.74	2.89	2.99	5.47	3.41	0.72	0.41	1.44	0.62	0.52	0.31
Lower Colorado Region	#	836	556	280	78	49	396	185	28	15	25	13	9	2	10	9	10	7
	%	100.00	66.51	33.49	9.33	5.86	47.37	22.13	3.35	1.79	2.99	1.56	1.08	0.24	1.20	1.08	1.20	0.84
Upper Colorado Region	#	742	518	224	71	33	409	169	6	3	7	5	1	1	24	13	0	0
	%	100.00	69.81	30.19	9.57	4.45	55.12	22.78	0.81	0.40	0.94	0.67	0.13	0.13	3.23	1.75	0.00	0.00
Great Plains Region	#	639	434	205	11	9	396	174	5	4	4	2	1	1	15	14	2	1
	%	100.00	67.92	32.08	1.72	1.41	61.97	27.23	0.78	0.63	0.63	0.31	0.16	0.16	2.35	2.19	0.31	0.16
Denver-Washington DC	#	917	566	351	41	41	454	257	34	23	24	18	2	2	8	7	3	3
	%	100.00	61.72	38.28	4.47	4.47	49.51	28.03	3.71	2.51	2.62	1.96	0.22	0.22	0.87	0.76	0.33	0.33
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A3: OCCUPATIONAL CATEGORIES - Distribution by Race/Ethnicity and Sex

Occupational Categories		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
1. Officials and Managers																		
Executive/Senior Level Officials and Managers (Grades 15 and Above)	#	78	55	23	4	3	47	20	1	0	0	0	0	0	2	0	1	0
	%	100.00	70.51	29.49	5.13	3.85	60.26	25.64	1.28	0.00	0.00	0.00	0.00	0.00	2.56	0.00	1.28	0.00
Mid-level (Grades 13-14)	#	431	304	127	22	12	259	106	5	3	11	3	2	1	5	1	0	1
	%	100.00	70.53	29.47	5.10	2.78	60.09	24.59	1.16	0.70	2.55	0.70	0.46	0.23	1.16	0.23	0.00	0.23
First-Level (Grades 12 and Below)	#	170	123	47	10	4	98	35	5	5	4	1	0	0	5	2	1	0
	%	100.00	72.35	27.65	5.88	2.35	57.65	20.59	2.94	2.94	2.35	0.59	0.00	0.00	2.94	1.18	0.59	0.00
Other	#	980	440	540	37	71	341	383	29	29	18	25	2	4	11	23	2	5
	%	100.00	44.90	55.10	3.78	7.24	34.80	39.08	2.96	2.96	1.84	2.55	0.20	0.41	1.12	2.35	0.20	0.51
Officials and Managers - TOTAL	#	1659	922	737	73	90	745	544	40	37	33	29	4	5	23	26	4	6
	%	100.00	55.58	44.42	4.40	5.42	44.91	32.79	2.41	2.23	1.99	1.75	0.24	0.30	1.39	1.57	0.24	0.36
Professionals	#	1563	1104	459	92	40	877	359	37	17	62	31	7	4	21	8	8	0
	%	100.00	70.63	29.37	5.89	2.56	56.11	22.97	2.37	1.09	3.97	1.98	0.45	0.26	1.34	0.51	0.51	0.00
Technicians	#	266	211	55	22	9	168	37	4	5	6	1	2	0	7	3	2	0
	%	100.00	79.32	20.68	8.27	3.38	63.16	13.91	1.50	1.88	2.26	0.38	0.75	0.00	2.63	1.13	0.75	0.00
Sales Workers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Support Workers	#	535	149	386	20	56	95	271	11	16	9	12	5	3	8	21	1	7
	%	100.00	27.85	72.15	3.74	10.47	17.76	50.65	2.06	2.99	1.68	2.24	0.93	0.56	1.50	3.93	0.19	1.31
Craft Workers	#	896	875	21	85	5	709	11	15	0	13	1	6	0	44	3	3	1
	%	100.00	97.66	2.34	9.49	0.56	79.13	1.23	1.67	0.00	1.45	0.11	0.67	0.00	4.91	0.33	0.33	0.11
Operatives	#	83	78	5	11	1	62	4	1	0	0	0	2	0	2	0	0	0
	%	100.00	93.98	6.02	13.25	1.20	74.70	4.82	1.20	0.00	0.00	0.00	2.41	0.00	2.41	0.00	0.00	0.00
Laborers and Helpers	#	46	39	7	3	0	31	6	1	0	1	0	0	0	2	1	1	0
	%	100.00	84.78	15.22	6.52	0.00	67.39	13.04	2.17	0.00	2.17	0.00	0.00	0.00	4.35	2.17	2.17	0.00
Service Workers	#	148	117	31	12	4	88	22	10	1	2	0	1	0	2	2	2	2
	%	100.00	79.05	20.95	8.11	2.70	59.46	14.86	6.76	0.68	1.35	0.00	0.68	0.00	1.35	1.35	1.35	1.35

Table A4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Permanent)

GS/GM, SES, AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
GS-01	#	**1**	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-02	#	**2**	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03	#	**24**	9	15	0	3	2	10	0	1	5	0	1	0	1	0	0	1
	%	100.00	37.50	62.50	0.00	12.50	8.33	41.67	0.00	4.17	20.83	0.00	4.17	0.00	4.17	0.00	0.00	4.17
GS-04	#	**97**	55	42	5	4	46	34	0	0	1	2	1	0	2	2	0	0
	%	100.00	56.70	43.30	5.15	4.12	47.42	35.05	0.00	0.00	1.03	2.06	1.03	0.00	2.06	2.06	0.00	0.00
GS-05	#	**201**	83	118	11	20	56	69	7	9	2	5	1	2	4	11	2	2
	%	100.00	41.29	58.71	5.47	9.95	27.86	34.33	3.48	4.48	1.00	2.49	0.50	1.00	1.99	5.47	1.00	1.00
GS-06	#	**184**	85	99	13	16	54	70	12	5	2	1	0	0	3	5	1	2
	%	100.00	46.20	53.80	7.07	8.70	29.35	38.04	6.52	2.72	1.09	0.54	0.00	0.00	1.63	2.72	0.54	1.09
GS-07	#	**329**	139	190	16	22	101	141	7	6	7	8	1	0	5	9	2	4
	%	100.00	42.25	57.75	4.86	6.69	30.70	42.86	2.13	1.82	2.13	2.43	0.30	0.00	1.52	2.74	0.61	1.22
GS-08	#	**77**	41	36	4	8	34	24	1	2	0	0	2	1	0	1	0	0
	%	100.00	53.25	46.75	5.19	10.39	44.16	31.17	1.30	2.60	0.00	0.00	2.60	1.30	0.00	1.30	0.00	0.00
GS-09	#	**390**	236	154	28	18	169	110	17	11	6	6	4	3	7	6	5	0
	%	100.00	60.51	39.49	7.18	4.62	43.33	28.21	4.36	2.82	1.54	1.54	1.03	0.77	1.79	1.54	1.28	0.00
GS-10	#	**34**	29	5	4	0	23	3	1	1	1	1	0	0	0	0	0	0
	%	100.00	85.29	14.71	11.76	0.00	67.65	8.82	2.94	2.94	2.94	2.94	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	**710**	409	301	36	37	318	222	20	15	19	15	4	1	10	9	2	2
	%	100.00	57.61	42.39	5.07	5.21	44.79	31.27	2.82	2.11	2.68	2.11	0.56	0.14	1.41	1.27	0.28	0.28
GS-12	#	**1194**	763	431	59	45	618	329	22	17	40	23	2	3	18	13	4	1
	%	100.00	63.90	36.10	4.94	3.77	51.76	27.55	1.84	1.42	3.35	1.93	0.17	0.25	1.51	1.09	0.34	0.08
GS-13	#	**626**	440	186	30	17	369	143	13	6	19	13	2	2	7	3	0	2
	%	100.00	70.29	29.71	4.79	2.72	58.95	22.84	2.08	0.96	3.04	2.08	0.32	0.32	1.12	0.48	0.00	0.32
GS-14	#	**214**	148	66	8	5	128	56	1	3	8	0	1	0	2	1	0	1
	%	100.00	69.16	30.84	3.74	2.34	59.81	26.17	0.47	1.40	3.74	0.00	0.47	0.00	0.93	0.47	0.00	0.47
GS-15	#	**61**	42	19	3	2	35	17	1	0	0	0	0	0	2	0	1	0
	%	100.00	68.85	31.15	4.92	3.28	57.38	27.87	1.64	0.00	0.00	0.00	0.00	0.00	3.28	0.00	1.64	0.00
All other (unspecified GS)	#	**0**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Senior Executive Service	#	**14**	10	4	1	1	9	3	0	0	0	0	0	0	0	0	0	0
	%	100.00	71.43	28.57	7.14	7.14	64.29	21.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay (Non-SES)	#	**3**	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	#	4161	2493	1668	218	199	1966	1232	102	76	110	74	19	12	61	60	17	15
	%	100.00	59.91	40.09	5.24	4.78	47.25	29.61	2.45	1.83	2.64	1.78	0.46	0.29	1.47	1.44	0.41	0.36

Table A4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex (Temporary)

GS/GM, SES, AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
GS-01	#	**7**	2	5	1	0	0	4	0	1	0	0	0	0	1	0	0	0
	%	100.00	28.57	71.43	14.29	0.00	0.00	57.14	0.00	14.29	0.00	0.00	0.00	0.00	14.29	0.00	0.00	0.00
GS-02	#	**10**	4	6	0	0	3	5	0	0	0	0	0	0	0	1	1	0
	%	100.00	40.00	60.00	0.00	0.00	30.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	10.00	0.00
GS-03	#	**11**	4	7	1	3	3	2	0	0	0	2	0	0	0	0	0	0
	%	100.00	36.36	63.64	9.09	27.27	27.27	18.18	0.00	0.00	0.00	18.18	0.00	0.00	0.00	0.00	0.00	0.00
GS-04	#	**48**	26	22	5	4	19	16	0	0	2	2	0	0	0	0	0	0
	%	100.00	54.17	45.83	10.42	8.33	39.58	33.33	0.00	0.00	4.17	4.17	0.00	0.00	0.00	0.00	0.00	0.00
GS-05	#	**4**	1	3	0	0	1	3	0	0	0	0	0	0	0	0	0	0
	%	100.00	25.00	75.00	0.00	0.00	25.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-06	#	**1**	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	**0**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-08	#	**0**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	**4**	3	1	2	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	50.00	0.00	25.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-10	#	**0**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	**5**	3	2	1	0	1	1	0	0	1	0	0	0	0	1	0	0
	%	100.00	60.00	40.00	20.00	0.00	20.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00
GS-12	#	**13**	9	4	0	0	8	3	0	1	0	0	0	0	1	0	0	0
	%	100.00	69.23	30.77	0.00	0.00	61.54	23.08	0.00	7.69	0.00	0.00	0.00	0.00	7.69	0.00	0.00	0.00
GS-13	#	**9**	7	2	0	0	7	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	77.78	22.22	0.00	0.00	77.78	22.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14	#	**3**	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15	#	**0**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All other (unspecified GS)	#	3	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	33.33	66.67	0.00	0.00	33.33	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Senior Executive Service	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay (Non-SES)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	#	118	63	55	10	7	47	39	0	3	3	4	0	0	2	2	1	0
	%	100.00	53.39	46.61	8.47	5.93	39.83	33.05	0.00	2.54	2.54	3.39	0.00	0.00	1.69	1.69	0.85	0.00

Table A5: PARTICIPATION RATES FOR WAGE GRADES by Race/Ethnicity and Sex (Permanent)

WD/WG, WL/WS & OTHER Wage Grades		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-03	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-05	#	8	8	0	1	0	6	0	0	0	0	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	12.50	0.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.50	0.00	0.00	0.00
Grade-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-07	#	9	9	0	2	0	7	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	22.22	0.00	77.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-08	#	31	29	2	8	1	20	1	0	0	0	0	0	0	1	0	0	0
	%	100.00	93.55	6.45	25.81	3.23	64.52	3.23	0.00	0.00	0.00	0.00	0.00	0.00	3.23	0.00	0.00	0.00
Grade-09	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-10	#	37	37	0	16	0	18	0	0	0	2	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	43.24	0.00	48.65	0.00	0.00	0.00	5.41	0.00	0.00	0.00	2.70	0.00	0.00	0.00
Grade-11	#	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-12	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All Other Wage Grades	#	1019	982	37	79	5	808	26	18	0	18	1	8	0	47	4	4	1
	%	100.00	96.37	3.63	7.75	0.49	79.29	2.55	1.77	0.00	1.77	0.10	0.79	0.00	4.61	0.39	0.39	0.10
TOTAL	#	1112	1073	39	106	6	867	27	18	0	20	1	8	0	50	4	4	1
	%	100.00	96.49	3.51	9.53	0.54	77.97	2.43	1.62	0.00	1.80	0.09	0.72	0.00	4.50	0.36	0.36	0.09

Table A5: PARTICIPATION RATES FOR WAGE GRADES by Race/Ethnicity and Sex (Temporary)

WD/WG, WL/WS & OTHER Wage Grades		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-03	#	6	5	1	0	0	5	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	83.33	16.67	0.00	0.00	83.33	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-05	#	4	4	0	0	0	2	0	1	0	0	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	50.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00	0.00	0.00
Grade-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-07	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-08	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

All Other Wage Grades	#	18	15	3	0	0	12	3	0	0	1	0	0	0	2	0	0	0
	%	100.00	83.33	16.67	0.00	0.00	66.67	16.67	0.00	0.00	5.56	0.00	0.00	0.00	11.11	0.00	0.00	0.00
TOTAL	#	32	28	4	0	0	23	4	1	0	1	0	0	0	3	0	0	0
	%	100.00	87.50	12.50	0.00	0.00	71.88	12.50	3.13	0.00	3.13	0.00	0.00	0.00	9.38	0.00	0.00	0.00

Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex (Permanent)

Occupation Series Code (Four Digits)		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
0201	#	119	38	81	6	10	24	58	2	5	4	3	0	2	2	2	0	1
	%	100.00	31.93	68.07	5.04	8.40	20.17	48.74	1.68	4.20	3.36	2.52	0.00	1.68	1.68	1.68	0.00	0.84
Occupational CLF	%	100.00	39.70	60.30	3.66	5.84	30.39	44.18	3.32	7.11	1.85	2.33	0.04	0.08	0.27	0.48	0.17	0.29
0401	#	168	88	80	5	9	79	68	0	1	2	0	1	0	1	2	0	0
	%	100.00	52.38	47.62	2.98	5.36	47.02	40.48	0.00	0.60	1.19	0.00	0.60	0.00	0.60	1.19	0.00	0.00
Occupational CLF	%	100.00	52.01	47.99	2.44	2.17	44.27	39.49	1.39	1.59	3.17	4.15	0.05	0.05	0.48	0.35	0.19	0.20
0510	#	97	40	57	7	3	26	34	2	8	3	10	0	1	1	1	1	0
	%	100.00	41.24	58.76	7.22	3.09	26.80	35.05	2.06	8.25	3.09	10.31	0.00	1.03	1.03	1.03	1.03	0.00
Occupational CLF	%	100.00	39.91	60.09	2.19	3.93	31.79	44.23	2.49	5.66	3.06	5.49	0.02	0.06	0.19	0.43	0.17	0.29
0560	#	103	34	69	2	7	26	54	2	2	2	4	1	0	0	2	1	0
	%	100.00	33.01	66.99	1.94	6.80	25.24	52.43	1.94	1.94	1.94	3.88	0.97	0.00	0.00	1.94	0.97	0.00
Occupational CLF	%	100.00	36.52	63.48	1.98	4.69	26.93	41.07	4.58	11.51	2.33	4.71	0.05	0.19	0.43	0.65	0.21	0.66
0810	#	568	452	116	35	12	376	91	8	2	20	9	4	0	7	2	2	0
	%	100.00	79.58	20.42	6.16	2.11	66.20	16.02	1.41	0.35	3.52	1.58	0.70	0.00	1.23	0.35	0.35	0.00
Occupational CLF	%	100.00	87.61	12.39	4.02	0.91	72.00	9.11	3.61	0.72	7.04	1.41	0.08	0.04	0.44	0.13	0.41	0.07
0830	#	82	69	13	2	3	58	10	2	0	6	0	0	0	1	0	0	0
	%	100.00	84.15	15.85	2.44	3.66	70.73	12.20	2.44	0.00	7.32	0.00	0.00	0.00	1.22	0.00	0.00	0.00
Occupational CLF	%	100.00	92.74	7.26	3.87	0.36	78.50	5.72	3.60	0.47	5.85	0.57	0.08	0.00	0.42	0.04	0.42	0.09
0850	#	141	129	12	13	1	92	8	8	0	12	3	0	0	4	0	0	0
	%	100.00	91.49	8.51	9.22	0.71	65.25	5.67	5.67	0.00	8.51	2.13	0.00	0.00	2.84	0.00	0.00	0.00
Occupational CLF	%	100.00	91.26	8.74	4.82	0.67	70.94	5.51	4.40	0.90	10.20	1.52	0.05	0.01	0.51	0.06	0.35	0.07
1102	#	135	58	77	4	15	45	55	4	1	5	2	0	0	0	4	0	0
	%	100.00	42.96	57.04	2.96	11.11	33.33	40.74	2.96	0.74	3.70	1.48	0.00	0.00	0.00	2.96	0.00	0.00
Occupational CLF	%	100.00	46.24	53.76	3.29	3.80	38.09	41.87	3.01	5.47	1.38	1.77	0.02	0.12	0.34	0.48	0.11	0.26
2810	#	174	169	5	9	1	144	3	1	0	4	0	1	0	9	1	1	0
	%	100.00	97.13	2.87	5.17	0.57	82.76	1.72	0.57	0.00	2.30	0.00	0.57	0.00	5.17	0.57	0.57	0.00
Occupational CLF	%	100.00	98.55	1.45	7.12	0.17	80.63	1.07	8.27	0.09	0.86	0.03	0.13	0.01	1.17	0.07	0.37	0.01
5352	#	257	253	4	15	1	212	3	3	0	2	0	3	0	18	0	0	0
	%	100.00	98.44	1.56	5.84	0.39	82.49	1.17	1.17	0.00	0.78	0.00	1.17	0.00	7.00	0.00	0.00	0.00
Occupational CLF	%	100.00	96.53	3.47	8.42	0.33	77.59	2.37	7.11	0.52	2.02	0.14	0.08	0.02	0.99	0.06	0.31	0.02

5407	#	137	133	4	7	1	112	2	4	0	3	0	0	0	5	1	2	0
	%	100.00	97.08	2.92	5.11	0.73	81.75	1.46	2.92	0.00	2.19	0.00	0.00	0.00	3.65	0.73	1.46	0.00
Occupational CLF	%	100.00	93.04	6.96	4.93	0.41	78.19	5.44	6.32	0.80	1.04	0.11	0.00	0.00	2.26	0.16	0.27	0.04
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex (Temporary)

Occupation Series Code (Four Digits)		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
0201	#	3	0	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	39.70	60.30	3.66	5.84	30.39	44.18	3.32	7.11	1.85	2.33	0.04	0.08	0.27	0.48	0.17	0.29
0401	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	52.01	47.99	2.44	2.17	44.27	39.49	1.39	1.59	3.17	4.15	0.05	0.05	0.48	0.35	0.19	0.20
0510	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	39.91	60.09	2.19	3.93	31.79	44.23	2.49	5.66	3.06	5.49	0.02	0.06	0.19	0.43	0.17	0.29
0560	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00
Occupational CLF	%	100.00	36.52	63.48	1.98	4.69	26.93	41.07	4.58	11.51	2.33	4.71	0.05	0.19	0.43	0.65	0.21	0.66
0810	#	8	8	0	0	0	7	0	0	0	1	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	87.50	0.00	0.00	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	87.61	12.39	4.02	0.91	72.00	9.11	3.61	0.72	7.04	1.41	0.08	0.04	0.44	0.13	0.41	0.07
0830	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	92.74	7.26	3.87	0.36	78.50	5.72	3.60	0.47	5.85	0.57	0.08	0.00	0.42	0.04	0.42	0.09
0850	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	91.26	8.74	4.82	0.67	70.94	5.51	4.40	0.90	10.20	1.52	0.05	0.01	0.51	0.06	0.35	0.07
1102	#	2	0	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	46.24	53.76	3.29	3.80	38.09	41.87	3.01	5.47	1.38	1.77	0.02	0.12	0.34	0.48	0.11	0.26
2810	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	98.55	1.45	7.12	0.17	80.63	1.07	8.27	0.09	0.86	0.03	0.13	0.01	1.17	0.07	0.37	0.01
5352	#	4	4	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	96.53	3.47	8.42	0.33	77.59	2.37	7.11	0.52	2.02	0.14	0.08	0.02	0.99	0.06	0.31	0.02

5407	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	93.04	6.96	4.93	0.41	78.19	5.44	6.32	0.80	1.04	0.11	0.00	0.00	2.26	0.16	0.27	0.04
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex (Permanent)

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Occupation Series Code (Four Digits):		**0201**																
Total Received	#	755																
Voluntarily Identified	#	596	285	311	44	56	163	172	52	44	9	15	1	5	14	10	2	9
	%	100.00	47.82	52.18	7.38	9.40	27.35	28.86	44.00	7.38	1.51	2.52	0.17	0.84	2.35	1.68	0.34	1.51
Qualified of those Identified	#	409	182	227	29	34	108	128	28	35	5	13	1	4	9	7	2	6
	%	100.00	44.50	55.50	7.09	8.31	26.41	31.30	6.85	8.56	1.22	3.18	0.24	0.98	2.20	1.71	0.49	1.47
Selected of those Identified	#	13	6	7	2	2	3	2	1	1	0	1	0	1	0	0	0	0
	%	100.00	46.15	53.85	15.38	15.38	23.08	15.38	7.69	7.69	0.00	7.69	0.00	7.69	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	39.70	60.30	3.66	5.84	30.39	44.18	3.32	7.11	1.85	2.33	0.04	0.08	0.27	0.48	0.17	0.29
Occupation Series Code (Four Digits):		**0401**																
Total Received	#	1889																
Voluntarily Identified	#	1403	834	569	79	44	622	457	35	23	60	28	5	1	25	10	8	6
	%	100.00	59.44	40.56	5.63	3.14	44.33	32.57	2.49	1.64	4.28	2.00	0.36	0.07	1.78	0.71	0.57	0.43
Qualified of those Identified	#	1182	686	496	64	38	513	404	32	19	45	24	5	1	19	5	8	5
	%	100.00	58.04	41.96	5.41	3.21	43.40	34.18	2.71	1.61	3.81	2.03	0.42	0.08	1.61	0.42	0.68	0.42
Selected of those Identified	#	13	7	6	0	0	6	6	0	0	1	0	0	0	0	0	0	0
	%	100.00	53.85	46.15	0.00	0.00	46.15	46.15	0.00	0.00	7.69	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	52.01	47.99	2.44	2.17	44.27	39.49	1.39	1.59	3.17	4.15	0.05	0.05	0.48	0.35	0.19	0.20
Occupation Series Code (Four Digits):		**0510**																
Total Received	#	672																
Voluntarily Identified	#	517	256	261	25	25	165	148	28	40	32	40	1	0	3	4	2	4
	%	100.00	49.52	50.48	4.84	4.84	31.91	28.63	5.42	7.74	6.19	7.74	0.19	0.00	0.58	0.77	0.39	0.77
Qualified of those Identified	#	285	143	142	15	16	90	85	17	20	18	20	0	0	2	0	1	1
	%	100.00	50.18	49.82	5.26	5.61	31.58	29.82	5.96	7.02	6.32	7.02	0.00	0.00	0.70	0.00	0.35	0.35
Selected of those Identified	#	20	5	15	0	2	4	11	0	0	0	2	0	0	1	0	0	0
	%	100.00	25.00	75.00	0.00	10.00	20.00	55.00	0.00	0.00	0.00	10.00	0.00	0.00	5.00	0.00	0.00	0.00
Occupational CLF	%	100.00	39.91	60.09	2.19	3.93	31.79	44.23	2.49	5.66	3.06	5.49	0.02	0.06	0.19	0.43	0.17	0.29
Occupation Series Code (Four Digits):		**0560**																
Total Received	#	666																
Voluntarily Identified	#	509	254	255	39	26	141	129	46	56	25	22	0	0	3	15	0	7
	%	100.00	49.90	50.10	7.66	5.11	27.70	25.34	9.04	11.00	4.91	4.32	0.00	0.00	0.59	2.95	0.00	1.38
Qualified of those Identified	#	385	197	188	30	22	110	94	37	40	19	15	0	0	1	11	0	6
	%	100.00	51.17	48.83	7.79	5.71	28.57	24.42	9.61	10.39	4.94	3.90	0.00	0.00	0.26	2.86	0.00	1.56

Selected of those Identified	#	14	8	6	2	1	5	4	0	1	1	0	0	0	0	0	0	0
	%	100.00	57.14	42.86	14.29	7.14	35.71	28.57	0.00	7.14	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	36.52	63.48	1.98	4.69	26.93	41.07	4.58	11.51	2.33	4.71	0.05	0.19	0.43	0.65	0.21	0.66
Occupation Series Code (Four Digits):		**0810**																
Total Received	#	1380																
Voluntarily Identified	#	1056	875	181	89	23	615	127	49	8	83	19	8	0	24	3	7	1
	%	100.00	82.86	17.14	8.43	2.18	58.24	12.03	4.64	0.76	7.86	1.80	0.76	0.00	2.27	0.28	0.66	0.09
Qualified of those Identified	#	732	590	142	57	19	426	97	31	7	55	15	4	0	12	3	5	1
	%	100.00	80.60	19.40	7.79	2.60	58.20	13.25	4.23	0.96	7.51	2.05	0.55	0.00	1.64	0.41	0.68	0.14
Selected of those Identified	#	75	57	18	6	2	46	15	0	0	3	1	1	0	0	0	1	0
	%	100.00	76.00	24.00	8.00	2.67	61.33	20.00	0.00	0.00	4.00	1.33	1.33	0.00	0.00	0.00	1.33	0.00
Occupational CLF	%	100.00	87.61	12.39	4.02	0.91	72.00	9.11	3.61	0.72	7.04	1.41	0.08	0.04	0.44	0.13	0.41	0.07
Occupation Series Code (Four Digits):		**0830**																
Total Received	#	383																
Voluntarily Identified	#	311	282	29	43	6	168	13	14	5	54	5	0	0	2	0	1	0
	%	100.00	90.68	9.32	13.83	1.93	54.02	4.18	4.50	1.61	17.36	1.61	0.00	0.00	0.64	0.00	0.32	0.00
Qualified of those Identified	#	210	187	23	28	6	111	10	9	3	37	4	0	0	1	0	1	0
	%	100.00	89.05	10.95	13.33	2.86	52.86	4.76	4.29	1.43	17.62	1.90	0.00	0.00	0.48	0.00	0.48	0.00
Selected of those Identified	#	6	6	0	0	0	4	0	1	0	1	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	66.67	0.00	16.67	0.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	92.74	7.26	3.87	0.36	78.50	5.72	3.60	0.47	5.85	0.57	0.08	0.00	0.42	0.04	0.42	0.09
Occupation Series Code (Four Digits):		**0850**																
Total Received	#	759																
Voluntarily Identified	#	562	515	47	63	8	242	16	58	5	139	16	1	0	11	1	1	1
	%	100.00	91.64	8.36	11.21	1.42	43.06	2.85	10.32	0.89	24.73	2.85	0.18	0.00	1.96	0.18	0.18	0.18
Qualified of those Identified	#	336	306	30	39	2	135	10	33	3	92	14	0	0	6	0	1	1
	%	100.00	91.07	8.93	11.61	0.60	40.18	2.98	9.82	0.89	27.38	4.17	0.00	0.00	1.79	0.00	0.30	0.30
Selected of those Identified	#	24	23	1	3	1	11	0	3	0	4	0	0	0	2	0	0	0
	%	100.00	95.83	4.17	12.50	4.17	45.83	0.00	12.50	0.00	16.67	0.00	0.00	0.00	8.33	0.00	0.00	0.00
Occupational CLF	%	100.00	91.26	8.74	4.82	0.67	70.94	5.51	4.40	0.90	10.20	1.52	0.05	0.01	0.51	0.06	0.35	0.07
Occupation Series Code (Four Digits):		**1102**																
Total Received	#	1669																
Voluntarily Identified	#	1306	753	553	104	63	419	282	131	149	61	34	6	2	19	11	13	12
	%	100.00	57.66	42.34	7.96	4.82	32.08	21.59	10.03	11.41	4.67	2.60	0.46	0.15	1.45	0.84	1.00	0.92
Qualified of those Identified	#	978	544	434	77	43	295	231	101	120	47	29	4	0	10	2	10	9
	%	100.00	55.62	44.38	7.87	4.40	30.16	23.62	10.33	12.27	4.81	2.97	0.41	0.00	1.02	0.20	1.02	0.92
Selected of those Identified	#	21	13	8	2	2	8	5	1	0	2	1	0	0	0	0	0	0
	%	100.00	61.90	38.10	9.52	9.52	38.10	23.81	4.76	0.00	9.52	4.76	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	46.24	53.76	3.29	3.80	38.09	41.87	3.01	5.47	1.38	1.77	0.02	0.12	0.34	0.48	0.11	0.26
Occupation Series Code (Four Digits):		**2810**																

Total Received	#	785																
Voluntarily Identified	#	634	610	24	63	2	455	15	26	4	36	0	3	1	24	2	3	0
	%	100.00	96.21	3.79	9.94	0.32	71.77	2.37	4.10	0.63	5.68	0.00	0.47	0.16	3.79	0.32	0.47	0.00
Qualified of those Identified	#	382	372	10	31	1	284	5	15	4	22	0	2	0	16	0	2	0
	%	100.00	97.38	2.62	8.12	0.26	74.35	1.31	3.93	1.05	5.76	0.00	0.52	0.00	4.19	0.00	0.52	0.00
Selected of those Identified	#	21	21	0	3	0	16	1	1	0	0	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	14.29	0.00	76.19	4.76	4.76	0.00	0.00	0.00	0.00	0.00	4.76	0.00	0.00	0.00
Occupational CLF	%	100.00	98.55	1.45	7.12	0.17	80.63	1.07	8.27	0.09	0.86	0.03	0.13	0.01	1.17	0.07	0.37	0.01
Occupation Series Code (Four Digits):		**5352**																
Total Received	#	1256																
Voluntarily Identified	#	1001	990	11	79	0	773	4	25	1	35	0	8	0	66	5	4	1
	%	100.00	98.90	1.10	7.89	0.00	77.22	0.40	2.50	0.10	3.50	0.00	0.80	0.00	6.59	0.50	0.40	0.10
Qualified of those Identified	#	641	638	3	46	0	504	1	14	0	23	0	7	0	42	2	2	0
	%	100.00	99.53	0.47	7.18	0.00	78.63	0.16	2.18	0.00	3.59	0.00	1.09	0.00	6.55	0.31	0.31	0.00
Selected of those Identified	#	28	28	0	2	0	24	0	0	0	0	0	1	0	1	0	0	0
	%	100.00	100.00	0.00	7.14	0.00	85.71	0.00	0.00	0.00	0.00	0.00	3.57	0.00	3.57	0.00	0.00	0.00
Occupational CLF	%	100.00	96.53	3.47	8.42	0.33	77.59	2.37	7.11	0.52	2.02	0.14	0.08	0.02	0.99	0.06	0.31	0.02
Occupation Series Code (Four Digits):		**5407**																
Total Received	#	1095																
Voluntarily Identified	#	883	844	39	88	4	578	33	75	0	48	0	14	0	39	2	2	0
	%	100.00	95.58	4.42	9.97	0.45	65.46	3.74	8.49	0.00	5.44	0.00	1.59	0.00	4.42	0.23	0.23	0.00
Qualified of those Identified	#	430	411	19	48	2	269	16	34	0	29	0	10	0	19	1	2	0
	%	100.00	95.58	4.42	11.16	0.47	62.56	3.72	7.91	0.00	6.74	0.00	2.33	0.00	4.42	0.23	0.47	0.00
Selected of those Identified	#	18	18	0	0	0	15	0	2	0	1	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	83.33	0.00	11.11	0.00	5.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	93.04	6.96	4.93	0.41	78.19	5.44	6.32	0.80	1.04	0.11	0.00	0.00	2.26	0.16	0.27	0.04
Occupation Series Code (Four Digits):																		
Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																		
Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex (Temporary)

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Occupation Series Code (Four Digits):		**0201**																
Total Received	#	3																
Voluntarily Identified	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	39.70	60.30	3.66	5.84	30.39	44.18	3.32	7.11	1.85	2.33	0.04	0.08	0.27	0.48	0.17	0.29
Occupation Series Code (Four Digits):		**0401**																
Total Received	#	10																
Voluntarily Identified	#	7	5	2	0	1	4	1	0	0	1	0	0	0	0	0	0	0
	%	100.00	71.43	28.57	0.00	14.29	57.14	14.29	0.00	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	6	5	1	0	0	4	1	0	0	1	0	0	0	0	0	0	0
	%	100.00	83.33	16.67	0.00	0.00	66.67	16.67	0.00	0.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	52.01	47.99	2.44	2.17	44.27	39.49	1.39	1.59	3.17	4.15	0.05	0.05	0.48	0.35	0.19	0.20
Occupation Series Code (Four Digits):		**0510**																
Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	39.91	60.09	2.19	3.93	31.79	44.23	2.49	5.66	3.06	5.49	0.02	0.06	0.19	0.43	0.17	0.29
Occupation Series Code (Four Digits):		**0560**																
Total Received	#	2																
Voluntarily Identified	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	36.52	63.48	1.98	4.69	26.93	41.07	4.58	11.51	2.33	4.71	0.05	0.19	0.43	0.65	0.21	0.66

Occupation Series Code (Four Digits): 0810

Total Received	#	73																
Voluntarily Identified	#	57	38	19	1	2	28	14	2	2	5	0	0	0	2	0	0	1
	%	100.00	66.67	33.33	1.75	3.51	49.12	24.56	3.51	3.51	8.77	0.00	0.00	0.00	3.51	0.00	0.00	1.75
Qualified of those Identified	#	27	19	8	1	1	13	5	1	1	3	0	0	0	1	0	0	1
	%	100.00	70.37	29.63	3.70	3.70	48.15	18.52	3.70	3.70	11.11	0.00	0.00	0.00	3.70	0.00	0.00	3.70
Selected of those Identified	#	3	0	3	0	1	0	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	33.33	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	87.61	12.39	4.02	0.91	72.00	9.11	3.61	0.72	7.04	1.41	0.08	0.04	0.44	0.13	0.41	0.07

Occupation Series Code (Four Digits): 0830

Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	92.74	7.26	3.87	0.36	78.50	5.72	3.60	0.47	5.85	0.57	0.08	0.00	0.42	0.04	0.42	0.09

Occupation Series Code (Four Digits): 0850

Total Received	#	44																
Voluntarily Identified	#	36	31	5	6	1	10	2	7	0	8	1	0	0	0	1	0	0
	%	100.00	86.11	13.89	16.67	2.78	27.78	5.56	19.44	0.00	22.22	2.78	0.00	0.00	0.00	2.78	0.00	0.00
Qualified of those Identified	#	29	26	3	5	0	9	1	5	0	7	1	0	0	0	1	0	0
	%	100.00	89.66	10.34	17.24	0.00	31.03	3.45	17.24	0.00	24.14	3.45	0.00	0.00	0.00	3.45	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	91.26	8.74	4.82	0.67	70.94	5.51	4.40	0.90	10.20	1.52	0.05	0.01	0.51	0.06	0.35	0.07

Occupation Series Code (Four Digits): 1102

Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	46.24	53.76	3.29	3.80	38.09	41.87	3.01	5.47	1.38	1.77	0.02	0.12	0.34	0.48	0.11	0.26

Occupation Series Code (Four Digits): 2810

Total Received	#	5																
Voluntarily Identified	#	4	4	0	1	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	25.00	0.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	4	4	0	1	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	25.00	0.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	98.55	1.45	7.12	0.17	80.63	1.07	8.27	0.09	0.86	0.03	0.13	0.01	1.17	0.07	0.37	0.01

Occupation Series Code (Four Digits): 5352

Total Received	#	6																
Voluntarily Identified	#	5	5	0	0	0	4	0	0	0	0	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	80.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00
Qualified of those Identified	#	5	5	0	0	0	4	0	0	0	0	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	80.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00
Selected of those Identified	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	96.53	3.47	8.42	0.33	77.59	2.37	7.11	0.52	2.02	0.14	0.08	0.02	0.99	0.06	0.31	0.02

Occupation Series Code (Four Digits): 5407

Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	93.04	6.96	4.93	0.41	78.19	5.44	6.32	0.80	1.04	0.11	0.00	0.00	2.26	0.16	0.27	0.04

Occupation Series Code (Four Digits):

Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Occupation Series Code (Four Digits):

Total Received	#	0																
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A8: NEW HIRES BY TYPE OF APPOINTMENT - Distribution by Race/Ethnicity and Sex																			
Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Permanent	#	669	445	224	44	29	331	154	26	18	21	8	4	1	14	9	5	5	
	%	100.00	66.52	33.48	6.58	4.33	49.48	23.02	3.89	2.69	3.14	1.20	0.60	0.15	2.09	1.35	0.75	0.75	
Temporary	#	194	106	88	12	17	77	59	3	4	11	5	0	0	3	3	0	0	
	%	100.00	54.64	45.36	6.19	8.76	39.69	30.41	1.55	2.06	5.67	2.58	0.00	0.00	1.55	1.55	0.00	0.00	
NON-Appropriated	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL	#	863	551	312	56	46	408	213	29	22	32	13	4	1	17	12	5	5	
	%	100.00	63.85	36.15	6.49	5.33	47.28	24.68	3.36	2.55	3.71	1.51	0.46	0.12	1.97	1.39	0.58	0.58	
CLF 2010	%	100.00	51.86	48.14	5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28	
Alternate Benchmark	%	100.00	65.15	34.85	4.61	2.82	51.41	25.38	4.86	4.10	3.24	1.93	0.07	0.05	0.66	0.36	0.30	0.21	

Table A9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.																		
Occupation Series Code (Four Digits):				**0201**														
Total Applications Received	#	19	4	15	1	0	2	10	0	1	1	1	0	1	0	1	0	1
Qualified	#	9	2	7	0	0	2	3	0	0	0	1	0	1	0	1	0	1
	%	100.00	22.22	77.78	0.00	0.00	22.22	33.33	0.00	0.00	0.00	11.11	0.00	11.11	0.00	11.11	0.00	11.11
Selected	#	4	0	4	0	0	0	2	0	0	0	1	0	1	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	25.00	0.00	25.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	28.45	71.55	2.59	9.48	22.41	51.72	0.00	3.45	1.72	2.59	0.00	1.72	1.72	1.72	0.00	0.86
Occupation Series Code (Four Digits):				**0401**														
Total Applications Received	#	9	5	4	0	1	4	3	0	0	1	0	0	0	0	0	0	0
Qualified	#	4	2	2	0	0	1	2	0	0	1	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	25.00	50.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	50.30	49.70	1.82	4.85	45.45	43.03	0.00	0.61	1.21	0.00	0.61	0.00	0.61	1.21	0.61	0.00
Occupation Series Code (Four Digits):				**0510**														
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	39.18	60.82	7.22	4.12	23.71	37.11	4.12	7.22	3.09	9.28	0.00	2.06	0.00	1.03	1.03	0.00
Occupation Series Code (Four Digits):				**0560**														
Total Applications Received	#	83	39	44	5	7	25	26	5	5	3	2	0	0	1	4	0	0
Qualified	#	64	31	33	4	3	22	22	3	3	2	1	0	0	0	4	0	0
	%	100.00	48.44	51.56	6.25	4.69	34.38	34.38	4.69	4.69	3.13	1.56	0.00	0.00	0.00	6.25	0.00	0.00
Selected	#	2	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	31.00	69.00	2.00	8.00	24.00	54.00	2.00	2.00	2.00	3.00	1.00	0.00	0.00	2.00	0.00	0.00
Occupation Series Code (Four Digits):				**0810**														

Total Applications Received	#	8	6	2	0	0	5	1	0	0	1	1	0	0	0	0	0	0
Qualified	#	5	4	1	0	0	3	1	0	0	1	0	0	0	0	0	0	0
	%	100.00	80.00	20.00	0.00	0.00	60.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	2	1	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	80.33	19.67	6.07	1.47	67.46	15.26	1.47	0.55	3.31	1.65	0.55	0.00	1.29	0.55	0.18	0.18
Occupation Series Code (Four Digits):				**0830**														
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	86.59	13.41	1.22	3.66	75.61	9.76	2.44	0.00	7.32	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):				**0850**														
Total Applications Received	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	91.97	8.03	10.22	0.00	67.15	5.84	5.84	0.00	7.30	2.19	0.00	0.00	1.46	0.00	0.00	0.00
Occupation Series Code (Four Digits):				**1102**														
Total Applications Received	#	8	7	1	3	0	3	1	1	0	0	0	0	0	0	0	0	0
Qualified	#	5	5	0	3	0	1	0	1	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	60.00	0.00	20.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	41.43	58.57	1.43	12.14	30.71	38.57	5.00	2.14	3.57	2.86	0.00	0.00	0.71	2.86	0.00	0.00
Occupation Series Code (Four Digits):				**2810**														
Total Applications Received	#	8	8	0	1	0	7	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	7	7	0	1	0	6	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	14.29	0.00	85.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	4	4	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	96.65	3.35	4.47	0.56	82.12	1.68	1.68	0.00	2.23	0.56	0.56	0.00	5.03	0.56	0.56	0.00
Occupation Series Code (Four Digits):				**5352**														
Total Applications Received	#	25	25	0	0	0	22	0	0	0	0	0	0	0	3	0	0	0

Qualified	#	16	16	0	0	0	15	0	0	0	0	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	93.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.25	0.00	0.00	0.00
Selected	#	3	3	0	1	0	8	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	33.33	0.00	266.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	97.99	2.01	6.43	0.40	80.72	1.61	1.20	0.00	0.80	0.00	1.20	0.00	7.63	0.00	0.00	0.00
Occupation Series Code (Four Digits):				**5407**														
Total Applications Received	#	3	3	0	0	0	2	0	0	0	0	0	1	0	0	0	0	0
Qualified	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	94.96	5.04	5.04	0.72	82.01	3.60	1.44	0.00	2.16	0.00	0.00	0.00	2.88	0.72	1.44	0.00
Occupation Series Code (Four Digits):																		
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																		
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																		
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																		
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE - Distribution by Race/Ethnicity and Sex

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Total Employees Eligible for Career Ladder Promotions	#	46	24	22	3	4	18	16	2	1	0	0	0	0	1	1	0	0
	%	100.00	52.17	47.83	6.52	8.70	39.13	34.78	4.35	2.17	0.00	0.00	0.00	0.00	2.17	2.17	0.00	0.00
Time in grade in excess of minimum																		
1-12 months	#	26	12	14	0	3	11	10	0	0	0	0	0	0	1	1	0	0
	%	100.00	46.15	53.85	0.00	11.54	42.31	38.46	0.00	0.00	0.00	0.00	0.00	0.00	3.85	3.85	0.00	0.00
13-24 months	#	10	7	3	2	0	5	2	0	1	0	0	0	0	0	0	0	0
	%	100.00	70.00	30.00	20.00	0.00	50.00	20.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
25+ months	#	10	5	5	1	1	2	4	2	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	10.00	10.00	20.00	40.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table A11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, AND SES) by Race/Ethnicity and Sex

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Plan - Grade: GS-13																		
Total Applications Received	#	61	27	34	2	4	18	21	3	5	3	0	0	1	1	3	0	0
	%	100.00	44.26	55.74	3.28	6.56	29.51	34.43	4.92	8.20	4.92	0.00	0.00	1.64	1.64	4.92	0.00	0.00
Qualified	#	48	19	29	1	3	15	19	2	3	1	0	0	1	0	3	0	0
	%	100.00	39.58	60.42	2.08	6.25	31.25	39.58	4.17	6.25	2.08	0.00	0.00	2.08	0.00	6.25	0.00	0.00
Selected	#	6	0	6	0	2	0	3	0	0	0	0	0	1	0	0	0	0
	%	100.00	0.00	100.00	0.00	33.33	0.00	50.00	0.00	0.00	0.00	0.00	0.00	16.67	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	62.97	37.03	5.12	4.10	51.19	27.73	2.05	1.45	2.90	2.22	0.09	0.34	1.37	0.94	0.26	0.26
Plan - Grade: GS-14																		
Total Applications Received	#	4	1	3	0	0	1	2	0	0	0	0	0	0	0	1	0	0
	%	100.00	25.00	75.00	0.00	0.00	25.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00	0.00
Qualified	#	4	1	3	0	0	1	2	0	0	0	0	0	0	0	1	0	0
	%	100.00	25.00	75.00	0.00	0.00	25.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	69.33	30.67	4.31	2.72	58.79	24.12	1.76	0.96	2.72	1.76	0.32	0.16	1.44	0.80	0.00	0.16
Plan - Grade: GS-15																		
Total Applications Received	#	3	1	2	0	0	0	2	0	0	0	0	0	0	0	0	1	0
	%	100.00	33.33	66.67	0.00	0.00	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	0.00
Qualified	#	3	1	2	0	0	0	2	0	0	0	0	0	0	0	0	1	0
	%	100.00	33.33	66.67	0.00	0.00	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	0.00
Selected	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
Relevant Applicant Pool	%	100.00	70.37	29.63	4.17	2.78	60.19	24.07	0.93	1.39	3.70	0.93	0.00	0.00	0.93	0.00	0.46	0.46
Plan - Grade: SES																		
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	66.67	33.33	5.56	5.56	56.94	25.00	1.39	2.78	0.00	0.00	0.00	0.00	2.78	0.00	0.00	0.00

"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.

Table A12: PARTICIPATION IN CAREER DEVELOPMENT - Distribution by Race/Ethnicity and Sex																			
Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Career Development Programs for GS 5-12																			
Slots	#	0																	
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Applied	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Participants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Career Development Programs for GS 13-14																			
Slots	#	0																	
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Applied	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Participants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Career Development Programs for GS 15 and SES																			
Slots	#	0																	
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Applied	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Participants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

"Relevant Applicant Pool" includes all employees in pay grades eligible for the career development program.

Table A13: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Race/Ethnicity and Sex

Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Time Off-Awards: 1-9 hours																		
Total Time-Off Awards Given	#	1502	883	619	63	65	727	466	27	29	19	29	5	5	35	17	7	8
	%	100.00	58.79	41.21	4.19	4.33	48.40	31.03	1.80	1.93	1.26	1.93	0.33	0.33	2.33	1.13	0.47	0.53
Total Hours		7747	4616	3131	306	313	3859	2428	126	160	102	91	21	12	162	91	40	36
Average Hours		5.157789614	5.227633069	5.05815832	4.857142857	4.815384615	5.308115543	5.210300429	4.666666667	5.517241379	5.368421053	3.137931034	4.2	2.4	4.628571429	5.352941176	5.714285714	4.5
Time Off-Awards: 9+ hours																		
Total Time-Off Awards Given	#	814	515	299	39	36	414	217	17	16	13	8	9	3	20	16	3	3
	%	100.00	63.27	36.73	4.79	4.42	50.86	26.66	2.09	1.97	1.60	0.98	1.11	0.37	2.46	1.97	0.37	0.37
Total Hours		19366	12601	6765	851	761	10382	4966	355	338	262	172	165	56	544	402	42	70
Average Hours		23.79115479	24.46796117	22.62541806	21.82051282	21.13888889	25.07729469	22.88479263	20.88235294	21.125	20.15384615	21.5	18.33333333	18.66666667	27.2	25.125	14	23.3333333
Cash Awards: $100 - $500																		
Total Cash Awards Given	#	2141	1377	764	138	102	1078	563	49	30	54	30	15	7	41	22	2	10
	%	100.00	64.32	35.68	6.45	4.76	50.35	26.30	2.29	1.40	2.52	1.40	0.70	0.33	1.91	1.03	0.09	0.47
Total Amount		778456	494605	283851	52445	40642	383701	204705	18173	12670	19321	11655	5350	2944	15115	8050	500	3185
Average Amount		363.594582	359.1902687	371.5327225	380.0362319	398.4509804	355.9378479	363.5968028	370.877551	422.3333333	357.7962963	388.5	356.6666667	420.5714286	368.6585366	365.9090909	250	318.5
Cash Awards: $501+																		
Total Cash Awards Given	#	4766	3149	1617	280	183	2600	1241	67	56	103	72	12	7	77	51	10	7
	%	100.00	66.07	33.93	5.87	3.84	54.55	26.04	1.41	1.17	2.16	1.51	0.25	0.15	1.62	1.07	0.21	0.15
Total Amount		6887615	4662396	2225219	381303	274163	3901379	1699320	93012	73807	138133	97248	11873	9385	119870	62692	16826	8604
Average Amount		1445.156316	1480.595745	1376.140383	1361.796429	1498.15847	1500.530385	1369.315068	1388.238806	1317.982143	1341.097087	1350.666667	989.4166667	1340.714286	1556.753247	1229.254902	1682.6	1229.14286
Quality Step Increases (QSI)																		
Total QSIs Awarded	#	253	120	133	8	11	97	109	2	5	6	5	0	1	7	1	0	1
	%	100.00	47.43	52.57	3.16	4.35	38.34	43.08	0.79	1.98	2.37	1.98	0.00	0.40	2.77	0.40	0.00	0.40
Total Benefit		662823	336091	326732	23107	27750	271316	271469	6377	10969	17480	10997	0	2371	17811	1201	0	1975
Average Benefit		2619.853755	2800.758333	2456.631579	2888.375	2522.727273	2797.072165	2490.541284	3188.5	2193.8	2913.333333	2199.4	0	2371	2544.428571	1201	0	1975

Table A14: SEPARATIONS BY TYPE OF SEPARATION - Distribution by Race/Ethnicity and Sex																		
Employment Tenure		TOTAL WORKFORCE			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Voluntary	#	547	348	199	30	22	283	141	15	19	8	9	0	0	11	6	1	2
	%	100.00	63.62	36.38	5.48	4.02	51.74	25.78	2.74	3.47	1.46	1.65	0.00	0.00	2.01	1.10	0.18	0.37
Involuntary	#	17	16	1	1	0	12	1	2	0	1	0	0	0	0	0	0	0
	%	100.00	94.12	5.88	5.88	0.00	70.59	5.88	11.76	0.00	5.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Separations	#	564	364	200	31	22	295	142	17	19	9	9	0	0	11	6	1	2
	%	100.00	64.54	35.46	5.50	3.90	52.30	25.18	3.01	3.37	1.60	1.60	0.00	0.00	1.95	1.06	0.18	0.35
Total Workforce	#	5179	3487	1692	307	197	2802	1252	113	80	117	77	24	11	107	61	17	14
	%	100.00	67.33	32.67	5.93	3.80	54.10	24.17	2.18	1.54	2.26	1.49	0.46	0.21	2.07	1.18	0.33	0.27

Table B1: TOTAL WORKFORCE - Distribution by Disability [OPM Form 256 Self-Identification Codes]

Employment Tenure		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
TOTAL															
Prior FY	#	5345	4267	311	767	187	59	21	9	0	19	14	4	38	0
	%	100.00	79.83	5.82	14.35	3.50	1.10	0.39	0.17	0.00	0.36	0.26	0.07	0.71	0.00
Current FY	#	5423	4313	344	766	189	61	20	9	0	15	14	4	43	0
	%	100.00	79.53	6.34	14.13	3.49	1.12	0.37	0.17	0.00	0.28	0.26	0.07	0.79	0.00
Difference	#	78	46	33	-1	2	2	-1	0	0	-4	0	0	5	0
Ratio Change	%	0.00	-0.30	0.52	-0.22	-0.01	0.02	-0.02	0.00	0.00	-0.08	0.00	0.00	0.08	0.00
Net Change	%	1.46	1.08	10.61	-0.13	1.07	3.39	-4.76	0.00	0.00	-21.05	0.00	0.00	13.16	0.00
Federal Goal	%					2.00									
PERMANENT															
Prior FY	#	5179	4133	301	745	186	58	21	9	0	19	14	4	38	0
	%	100.00	79.80	5.81	14.39	3.59	1.12	0.41	0.17	0.00	0.37	0.27	0.08	0.73	0.00
Current FY	#	5273	4187	331	755	186	61	20	9	0	15	14	4	41	0
	%	100.00	79.40	6.28	14.32	3.53	1.16	0.38	0.17	0.00	0.28	0.27	0.08	0.78	0.00
Difference	#	94	54	30	10	0	3	-1	0	0	-4	0	0	3	0
Ratio Change	%	0.00	-0.40	0.47	-0.07	-0.06	0.04	-0.03	0.00	0.00	-0.08	0.00	0.00	0.04	0.00
Net Change	%	1.82	1.31	9.97	1.34	0.00	5.17	-4.76	0.00	0.00	-21.05	0.00	0.00	7.89	0.00
TEMPORARY															
Prior FY	#	166	134	10	22	1	1	0	0	0	0	0	0	0	0
	%	100.00	80.72	6.02	13.25	0.60	0.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Current FY	#	150	126	13	11	3	0	0	0	0	0	0	0	2	0
	%	100.00	84.00	8.67	7.33	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.33	0.00
Difference	#	-16	-8	3	-11	2	-1	0	0	0	0	0	0	2	0
Ratio Change	%	0.00	3.28	2.64	-5.92	1.40	-0.60	0.00	0.00	0.00	0.00	0.00	0.00	1.33	0.00
Net Change	%	-9.64	-5.97	30.00	-50.00	200.00	-100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NON-APPROPRIATED															
Prior FY	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Current FY	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Difference	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Ratio Change	**%**	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Change	**%**	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B2: TOTAL WORKFORCE BY COMPONENT - Distribution by Disability [OPM Form 256 Self-Identification Codes]																
Employment Tenure		TOTAL	Total by Disability Status				Detail for Targeted Disabilities									
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Total Workforce	#	5273	4187	331	755	186	61	20	9	0	15	14	4	41	0
	%	100.00	79.40	6.28	14.32	3.53	1.16	0.38	0.17	0.00	0.28	0.27	0.08	0.78	0.00
Federal Goal						2.00									
Pacific Northwest Region	#	1170	897	103	170	65	30	7	3	0	3	5	1	12	0
	%	100.00	76.67	8.80	14.53	5.56	2.56	0.60	0.26	0.00	0.26	0.43	0.09	1.03	0.00
Mid-Pacific Region	#	969	767	59	143	38	18	7	0	0	1	2	0	4	0
	%	100.00	79.15	6.09	14.76	3.92	1.86	0.72	0.00	0.00	0.10	0.21	0.00	0.41	0.00
Lower Colorado Region	#	836	650	54	132	17	1	1	1	0	3	3	0	4	0
	%	100.00	77.75	6.46	15.79	2.03	0.12	0.12	0.12	0.00	0.36	0.36	0.00	0.48	0.00
Upper Colorado Region	#	742	571	51	120	27	5	2	2	0	6	1	1	9	0
	%	100.00	76.95	6.87	16.17	3.64	0.67	0.27	0.27	0.00	0.81	0.13	0.13	1.21	0.00
Great Plains Region	#	639	520	26	93	17	4	1	2	0	1	1	0	3	0
	%	100.00	81.38	4.07	14.55	2.66	0.63	0.16	0.31	0.00	0.16	0.16	0.00	0.47	0.00
Denver-Washington DC	#	917	782	38	97	22	3	2	1	0	1	2	2	9	0
	%	100.00	85.28	4.14	10.58	2.40	0.33	0.22	0.11	0.00	0.11	0.22	0.22	0.98	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B3: Occupational Categories - Distribution by Disability

Occupational Category		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Officials and Manager - Executive/Senior Level (Grades 15 and Above)	#	78	74	0	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	94.87	0.00	5.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mid-Level (Grades 13-14)	#	431	368	19	44	14	0	3	1	0	4	0	0	3	0
	%	100.00	85.38	4.41	10.21	3.25	0.00	0.70	0.23	0.00	0.93	0.00	0.00	0.70	0.00
First-Level (Grades 12 and Below)	#	170	136	9	25	5	2	2	0	0	0	0	0	1	0
	%	100.00	80.00	5.29	14.71	2.94	1.18	1.18	0.00	0.00	0.00	0.00	0.00	0.59	0.00
Other Officials and Managers	#	980	766	62	152	29	8	5	0	0	2	1	0	9	0
	%	100.00	78.16	6.33	15.51	2.96	0.82	0.51	0.00	0.00	0.20	0.10	0.00	0.92	0.00
Officials and Managers - TOTAL	#	1659	1344	90	225	48	10	10	1	0	6	1	0	13	0
	%	100.00	81.01	5.42	13.56	2.89	0.60	0.60	0.06	0.00	0.36	0.06	0.00	0.78	0.00
Professionals	#	1563	1324	82	157	31	11	2	2	0	3	4	0	7	0
	%	100.00	84.71	5.25	10.04	1.98	0.70	0.13	0.13	0.00	0.19	0.26	0.00	0.45	0.00
Technicians	#	266	188	27	51	10	4	0	1	0	2	2	0	1	0
	%	100.00	70.68	10.15	19.17	3.76	1.50	0.00	0.38	0.00	0.75	0.75	0.00	0.38	0.00
Sales Workers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Support Workers	#	535	353	34	148	50	15	5	2	0	4	4	3	11	0
	%	100.00	65.98	6.36	27.66	9.35	2.80	0.93	0.37	0.00	0.75	0.75	0.56	2.06	0.00
Craft Workers	#	896	711	57	128	36	17	3	2	0	0	3	0	6	0
	%	100.00	79.35	6.36	14.29	4.02	1.90	0.33	0.22	0.00	0.00	0.33	0.00	0.67	0.00
Operatives	#	83	67	9	7	2	0	0	0	0	0	0	0	1	0
	%	100.00	80.72	10.84	8.43	2.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.20	0.00
Laborers and Helpers	#	46	34	4	8	2	2	0	0	0	0	0	0	0	0
	%	100.00	73.91	8.70	17.39	4.35	4.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Service Workers	#	148	104	22	22	5	2	0	0	0	0	0	1	2	0
	%	100.00	70.27	14.86	14.86	3.38	1.35	0.00	0.00	0.00	0.00	0.00	0.68	1.35	0.00

Table B4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Permanent)

GS/GM, SES, and Related Grade		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
GS-01	#	1	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-02	#	2	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03	#	24	15	1	8	4	1	0	0	0	0	0	2	0	0
	%	100.00	62.50	4.17	33.33	16.67	4.17	0.00	0.00	0.00	0.00	0.00	8.33	0.00	0.00
GS-04	#	97	65	9	23	9	1	2	1	0	0	2	2	0	0
	%	100.00	67.01	9.28	23.71	9.28	1.03	2.06	1.03	0.00	0.00	2.06	2.06	0.00	0.00
GS-05	#	201	141	19	41	15	7	0	0	0	2	1	0	4	0
	%	100.00	70.15	9.45	20.40	7.46	3.48	0.00	0.00	0.00	1.00	0.50	0.00	1.99	0.00
GS-06	#	184	120	15	49	14	3	3	1	0	1	1	0	4	0
	%	100.00	65.22	8.15	26.63	7.61	1.63	1.63	0.54	0.00	0.54	0.54	0.00	2.17	0.00
GS-07	#	329	240	25	64	19	8	1	1	0	1	2	0	4	0
	%	100.00	72.95	7.60	19.45	5.78	2.43	0.30	0.30	0.00	0.30	0.61	0.00	1.22	0.00
GS-08	#	77	59	3	15	5	1	0	0	0	2	0	0	1	0
	%	100.00	76.62	3.90	19.48	6.49	1.30	0.00	0.00	0.00	2.60	0.00	0.00	1.30	0.00
GS-09	#	390	281	30	79	20	6	4	1	0	1	0	0	6	0
	%	100.00	72.05	7.69	20.26	5.13	1.54	1.03	0.26	0.00	0.26	0.00	0.00	1.54	0.00
GS-10	#	34	25	2	7	1	1	0	0	0	0	0	0	0	0
	%	100.00	73.53	5.88	20.59	2.94	2.94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	710	559	51	100	14	3	1	0	0	0	3	0	5	0
	%	100.00	78.73	7.18	14.08	1.97	0.42	0.14	0.00	0.00	0.00	0.42	0.00	0.70	0.00
GS-12	#	1194	985	72	137	23	10	3	1	0	3	1	0	4	0
	%	100.00	82.50	6.03	11.47	1.93	0.84	0.25	0.08	0.00	0.25	0.08	0.00	0.34	0.00
GS-13	#	626	560	24	42	11	1	1	0	0	3	1	0	4	0
	%	100.00	89.46	3.83	6.71	1.76	0.16	0.16	0.00	0.00	0.48	0.16	0.00	0.64	0.00
GS-14	#	214	181	6	27	8	0	2	1	0	2	0	0	1	0
	%	100.00	84.58	2.80	12.62	3.74	0.00	0.93	0.47	0.00	0.93	0.00	0.00	0.47	0.00
GS-15	#	61	57	0	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	93.44	0.00	6.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Other (Unspecified GS)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Executive Service	#	14	14	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay (Non-SES)	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	#	4161	3306	257	598	143	42	17	6	0	15	11	4	33	0
	%	100.00	79.45	6.18	14.37	3.44	1.01	0.41	0.14	0.00	0.36	0.26	0.10	0.79	0.00

Table B4: PARTICIPATION RATES FOR GENERAL SCHEDULE (GS) GRADES by Disability (Temporary)

GS/GM, SES, and Related Grade		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
GS-01	#	7	7	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-02	#	10	10	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03	#	11	8	2	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	72.73	18.18	9.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-04	#	48	46	1	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	95.83	2.08	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-05	#	4	4	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-06	#	1	0	0	1	1	0	0	0	0	0	0	0	1	0
	%	100.00	0.00	0.00	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00
GS-07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	4	3	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	5	5	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	13	8	3	2	2	0	0	0	0	0	0	0	1	0
	%	100.00	61.54	23.08	15.38	15.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.69	0.00
GS-13	#	9	7	1	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	77.78	11.11	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14	#	3	1	0	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	33.33	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Other (Unspecified GS)	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Executive Service	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay (Non-SES)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	#	118	102	8	8	3	0	0	0	0	0	0	0	2	0
	%	100.00	86.44	6.78	6.78	2.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.69	0.00

Table B5: PARTICIPATION RATES FOR WAGE GRADES by Disability (Permanent)

WD / WG, WL / WS Other Wage Grades		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71 78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-03	#	1	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-05	#	8	5	1	2	1	1	0	0	0	0	0	0	0	0
	%	100.00	62.50	12.50	25.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-07	#	9	6	1	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	11.11	22.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-08	#	31	24	2	5	2	0	1	0	0	0	0	0	0	0
	%	100.00	77.42	6.45	16.13	6.45	0.00	3.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-09	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-10	#	37	27	2	8	0	0	0	0	0	0	0	0	0	0
	%	100.00	72.97	5.41	21.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-11	#	5	4	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	80.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-12	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Other Wage Grades	#	1019	813	67	139	40	18	2	3	0	0	3	0	8	0
	%	100.00	79.78	6.58	13.64	3.93	1.77	0.20	0.29	0.00	0.00	0.29	0.00	0.79	0.00
TOTAL	#	1112	881	74	157	43	19	3	3	0	0	3	0	8	0
	%	100.00	79.23	6.65	14.12	3.87	1.71	0.27	0.27	0.00	0.00	0.27	0.00	0.72	0.00

Table B5: PARTICIPATION RATES FOR WAGE GRADES by Disability (Temporary)

WD / WG, WL / WS Other Wage Grades		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71 78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Grade-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-03	#	6	5	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	83.33	0.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-04	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-05	#	4	3	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-07	#	3	2	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-08	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All Other Wage Grades	#	18	13	3	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	72.22	16.67	11.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	#	32	24	5	3	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	15.63	9.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability (Permanent)															
Occupation Series Code (Four Digits)		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
0201	#	119	88	7	24	8	1	3	0	0	0	0	0	2	0
	%	100.00	73.95	5.88	20.17	6.72	0.84	2.52	0.00	0.00	0.00	0.00	0.00	1.68	0.00
0401	#	168	145	4	19	5	2	1	0	0	0	0	0	2	0
	%	100.00	86.31	2.38	11.31	2.98	1.19	0.60	0.00	0.00	0.00	0.00	0.00	1.19	0.00
0510	#	97	78	6	13	1	1	0	0	0	0	0	0	0	0
	%	100.00	80.41	6.19	13.40	1.03	1.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0560	#	103	81	5	17	1	0	0	0	0	0	0	0	0	0
	%	100.00	78.64	4.85	16.50	0.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0810	#	568	509	22	37	7	2	1	0	0	1	0	0	2	0
	%	100.00	89.61	3.87	6.51	1.23	0.35	0.18	0.00	0.00	0.18	0.00	0.00	0.35	0.00
0830	#	82	70	5	7	0	0	0	0	0	0	0	0	0	0
	%	100.00	85.37	6.10	8.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0850	#	141	120	7	14	5	1	0	1	0	1	1	0	1	0
	%	100.00	85.11	4.96	9.93	3.55	0.71	0.00	0.71	0.00	0.71	0.71	0.00	0.71	0.00
1102	#	135	97	15	23	5	2	1	0	0	0	0	0	1	0
	%	100.00	71.85	11.11	17.04	3.70	1.48	0.74	0.00	0.00	0.00	0.00	0.00	0.74	0.00
2810	#	174	140	9	25	3	1	1	0	0	0	0	0	0	0
	%	100.00	80.46	5.17	14.37	1.72	0.57	0.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5352	#	257	208	9	40	14	8	0	0	0	0	1	0	3	0
	%	100.00	80.93	3.50	15.56	5.45	3.11	0.00	0.00	0.00	0.00	0.39	0.00	1.17	0.00
5407	#	137	111	10	16	4	3	0	0	0	0	0	0	1	0
	%	100.00	81.02	7.30	11.68	2.92	2.19	0.00	0.00	0.00	0.00	0.00	0.00	0.73	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table B6: PARTICIPATION RATES BY MAJOR OCCUPATIONS - Distribution by Disability (Temporary)															
Occupation Series Code (Four Digits)		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
0201	#	3	2	0	1	1	0	0	0	0	0	0	0	1	0
	%	100.00	66.67	0.00	33.33	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	0.00
0401	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0510	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0560	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0810	#	8	5	1	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	62.50	12.50	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0830	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0850	#	2	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1102	#	2	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2810	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5352	#	4	4	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5407	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS - Distribution by Disability (Permanent)																	
Occupation Series Code (Four Digits)		TOTAL	Total by Disability Status				Detail for Targeted Disabilities										
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Total Paralysis	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Schedule A																	
Applications	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hires	#	0	0	0	0	0	0	0	0		0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Voluntarily Identified (Outside of Schedule A Applicants)																	
Applications	#	39528	23288	13463	2777	1347	214	86	19	0	70	99	7	643	7	0
	%	100.00	58.92	34.06	7.03	3.41	0.54	0.22	0.05	0.00	0.18	0.25	0.02	1.63	0.02	0.00
Hires	#	835	488	314	33	16	4	2	1	0	1	1	1	6	0	0
	%	100.00	58.44	37.60	3.95	1.92	0.48	0.24	0.12	0.00	0.12	0.12	0.12	0.72	0.00	0.00
Occupation Series Code (Four Digits): 0201																	
Total Received	#	755															
Voluntarily Identified	#	755	422	265	68	30	2	5	0	0	2	1	0	15	0	0
	%	100.00	55.89	35.10	9.01	3.97	0.26	0.66	0.00	0.00	0.26	0.13	0.00	1.99	0.00	0.00
Qualified of those Identified	#	511	290	170	51	23	2	4	0	0	2	0	0	10	0	0
	%	100.00	56.75	33.27	9.98	4.50	0.39	0.78	0.00	0.00	0.39	0.00	0.00	1.96	0.00	0.00
Selected of those Identified	#	20	10	10	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits): 0401																	
Total Received	#	1889															
Voluntarily Identified	#	1889	1057	710	122	73	18	0	0	0	1	5	0	16	2	0
	%	100.00	55.96	37.59	6.46	3.86	0.95	0.00	0.00	0.00	0.05	0.26	0.00	0.85	0.11	0.00
Qualified of those Identified	#	1582	907	583	92	57	15	0	0	0	1	2	0	12	2	0
	%	100.00	57.33	36.85	5.82	3.60	0.95	0.00	0.00	0.00	0.06	0.13	0.00	0.76	0.13	0.00
Selected of those Identified	#	18	8	9	1	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	44.44	50.00	5.56	5.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits): 0510																	
Total Received	#	672															
Voluntarily Identified	#	672	362	261	49	15	8	1	0	0	2	0	0	3	0	0
	%	100.00	53.87	38.84	7.29	2.23	1.19	0.15	0.00	0.00	0.30	0.00	0.00	0.45	0.00	0.00
Qualified of those Identified	#	363	193	136	34	10	4	1	0	0	2	0	0	3	0	0
	%	100.00	53.17	37.47	9.37	2.75	1.10	0.28	0.00	0.00	0.55	0.00	0.00	0.83	0.00	0.00

Selected of those Identified	#	26	13	13	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0560**														
Total Received	#	666														
Voluntarily Identified	#	666	366	260	40	23	2	1	0	0	4	3	0	9	0	0
	%	100.00	54.95	39.04	6.01	3.45	0.30	0.15	0.00	0.00	0.60	0.45	0.00	1.35	0.00	0.00
Qualified of those Identified	#	493	271	189	33	21	1	1	0	0	4	3	0	8	0	0
	%	100.00	54.97	38.34	6.69	4.26	0.20	0.20	0.00	0.00	0.81	0.61	0.00	1.62	0.00	0.00
Selected of those Identified	#	19	8	10	1	1	0	0	0		1	0	0	0	0	0
	%	100.00	42.11	52.63	5.26	5.26	0.00	0.00	0.00	0.00	5.26	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0810**														
Total Received	#	1380														
Voluntarily Identified	#	1380	852	476	52	25	9	4	0	0	0	2	0	5	0	0
	%	100.00	61.74	34.49	3.77	1.81	0.65	0.29	0.00	0.00	0.00	0.14	0.00	0.36	0.00	0.00
Qualified of those Identified	#	941	595	307	39	18	6	3	0	0	0	0	0	5	0	0
	%	100.00	63.23	32.62	4.14	1.91	0.64	0.32	0.00	0.00	0.00	0.00	0.00	0.53	0.00	0.00
Selected of those Identified	#	87	64	21	2	1	1	1	0	0	0	0	0	0	0	0
	%	100.00	73.56	24.14	2.30	1.15	1.15	1.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0830**														
Total Received	#	383														
Voluntarily Identified	#	383	269	106	8	3	0	0	0	0	0	0	0	2	0	0
	%	100.00	70.23	27.68	2.09	0.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.52	0.00	0.00
Qualified of those Identified	#	262	193	63	6	3	0	0	0	0	0	0	0	2	0	0
	%	100.00	73.66	24.05	2.29	1.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.76	0.00	0.00
Selected of those Identified	#	9	5	4	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	55.56	44.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0850**														
Total Received	#	759														
Voluntarily Identified	#	759	462	254	43	29	1	0	2	0	2	1	0	22	0	0
	%	100.00	60.87	33.47	5.67	3.82	0.13	0.00	0.26	0.00	0.26	0.13	0.00	2.90	0.00	0.00
Qualified of those Identified	#	465	280	167	18	13	1	0	2	0	1	1	0	7	0	0
	%	100.00	60.22	35.91	3.87	2.80	0.22	0.00	0.43	0.00	0.22	0.22	0.00	1.51	0.00	0.00
Selected of those Identified	#	27	21	6	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	77.78	22.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**1102**														
Total Received	#	1669														
Voluntarily Identified	#	1669	931	582	156	78	3	12	0	0	7	2	1	33	2	0
	%	1.00	0.56	0.35	0.09	0.05	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.02	0.00	0.00

Qualified of those Identified	#	1229	710	419	100	49	2	6	0	0	4	2	1	19	2	0
	%	1.00	0.58	0.34	0.08	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.00	0.00
Selected of those Identified	#	27	18	8	1	0	0	0	0	0	0	0	0	0	0	0
	%	1.00	0.67	0.30	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**2810**														
Total Received	#	785														
Voluntarily Identified	#	785	505	254	26	17	0	0	1	0	3	0	0	12	0	0
	%	1.00	0.64	0.32	0.03	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.00	0.00
Qualified of those Identified	#	451	303	134	14	7	0	0	0	0	3	0	0	3	0	0
	%	1.00	0.67	0.30	0.03	0.02	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.01	0.00	0.00
Selected of those Identified	#	26	16	10	0	0	0	0	0	0	0	0	0	0	0	0
	%	1.00	0.62	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**5352**														
Total Received	#	1256														
Voluntarily Identified	#	1256	722	442	92	37	8	2	0	0	0	7	2	14	0	0
	%	1.00	0.57	0.35	0.07	0.03	0.01	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.00	0.00
Qualified of those Identified	#	819	461	303	55	14	4	0	0	0	0	2	0	3	0	0
	%	1.00	0.56	0.37	0.07	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	39	21	16	2	0	0	0	0	0	0	0	0	0	0	0
	%	1.00	0.54	0.41	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**5407**														
Total Received	#	1095														
Voluntarily Identified	#	1095	741	323	31	19	1	0	1	0	1	6	0	15	0	0
	%	1.00	0.68	0.29	0.03	0.02	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.01	0.00	0.00
Qualified of those Identified	#	520	375	135	10	7	0	0	1	0	1	2	0	5	0	0
	%	1.00	0.72	0.26	0.02	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.00
Selected of those Identified	#	27	14	12	1	1	0	0	1	0	0	0	0	0	0	0
	%	1.00	0.52	0.44	0.04	0.04	0.00	0.00	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																
Total Received	#	0														
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																
Total Received	#	0														

Table B7: APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS - Distribution by Disability (Temporary)																
Occupation Series Code (Four Digits)		TOTAL	Total by Disability Status				Detail for Targeted Disabilities									
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Total Paralysis	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Schedule A																
Applications	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hires	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Voluntarily Identified (Outside of Schedule A Applicants)																
Applications	#	4494	3174	1109	211	106	10	1	5	0	0	5	14	0	57	0
	%	100.00	70.63	24.68	4.70	2.36	0.22	0.02	0.11	0.00	0.00	0.11	0.31	0.00	1.27	0.00
Hires	#	224	173	43	8	5	0	0	0	0	0	0	0	0	3	0
	%	100.00	77.23	19.20	3.57	2.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.34	0.00
Occupation Series Code (Four Digits): 0201																
Total Received	#	3														
Voluntarily Identified	#	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	33.33	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits): 0401																
Total Received	#	10														
Voluntarily Identified	#	10	3	7	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	30.00	70.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	6	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits): 0510																
Total Received	#	0														
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0560**														
Total Received	#	2														
Voluntarily Identified	#	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0810**														
Total Received	#	73														
Voluntarily Identified	#	73	53	20	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	72.60	27.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	39	24	15	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	61.54	38.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0830**														
Total Received	#	0														
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**0850**														
Total Received	#	44														
Voluntarily Identified	#	44	32	9	3	2	0	0	0	0	0	0	1	0	1	0
	%	100.00	72.73	20.45	6.82	4.55	0.00	0.00	0.00	0.00	0.00	0.00	2.27	0.00	2.27	0.00
Qualified of those Identified	#	34	25	6	3	2	0	0	0	0	0	0	1	0	1	0
	%	100.00	73.53	17.65	8.82	5.88	0.00	0.00	0.00	0.00	0.00	0.00	2.94	0.00	2.94	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**1102**														
Total Received	#	0														
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	3	0	2	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**2810**														
Total Received	#	5														
Voluntarily Identified	#	5	3	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	60.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	5	3	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	60.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**5352**														
Total Received	#	6														
Voluntarily Identified	#	6	4	1	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	16.67	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	5	4	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	80.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):		**5407**														
Total Received	#	0														
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																
Total Received	#	0														
Voluntarily Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):																
Total Received	#	0														

Table B8: NEW HIRES By Type of Appointment - Distribution by Disability																
Type of Appointment		TOTAL	Total by Disability Status				Detail for Targeted Disabilities									
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Permanent	#	669	491	72	106	21	6	1	1	0	0	1	0	9	0
	%	100.00	73.39	10.76	15.84	3.14	0.90	0.15	0.15	0.00	0.00	0.15	0.00	1.35	0.00
Temporary	#	194	154	18	22	5	0	0	0	0	0	0	0	3	0
	%	100.00	79.38	9.28	11.34	2.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.55	0.00
Non-Appropriated	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	#	863	645	90	128	26	6	1	1	0	0	1	0	12	0
	%	100.00	74.74	10.43	14.83	3.01	0.70	0.12	0.12	0.00	0.00	0.12	0.00	1.39	0.00
Prior Year	%	1.00	0.73	0.10	0.17	0.04	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00

Table B9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Disability																
Internal Competitive Promotions		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.															
Occupation Series Code (Four Digits):				0201											
Total Applications Received	#	23	14	7	2	1	0	0	0	0	0	0	0	1	0
	%	100.00	60.87	30.43	8.70	4.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.35	0.00
Qualified	#	12	7	5	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	58.33	41.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	5	3	2	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	60.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	69.83	6.03	24.14	7.76	0.86	2.59	0.00	0.00	0.86	0.00	0.00	1.72	0.00
Occupation Series Code (Four Digits):				0401											
Total Applications Received	#	12	6	6	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	5	2	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	40.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	2	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	88.48	3.03	8.48	1.82	1.21	0.61	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):				0510											
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	8	6	1	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	12.50	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	82.47	3.09	14.43	2.06	1.03	0.00	0.00	0.00	0.00	0.00	0.00	1.03	0.00
Occupation Series Code (Four Digits):				0560											
Total Applications Received	#	106	51	51	4	4	1	0	0	0	1	1	0	0	0
	%	100.00	48.11	48.11	3.77	3.77	0.94	0.00	0.00	0.00	0.94	0.94	0.00	0.00	0.00
Qualified	#	83	38	42	3	3	0	0	0	0	1	1	0	0	0
	%	100.00	45.78	50.60	3.61	3.61	0.00	0.00	0.00	0.00	1.20	1.20	0.00	0.00	0.00
Selected	#	2	1	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	80.00	4.00	16.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00
Occupation Series Code (Four Digits):				0810											

Total Applications Received	#	12	5	7	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	41.67	58.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	8	3	5	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	37.50	62.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	3	2	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	88.79	4.60	6.62	1.29	0.37	0.18	0.00	0.00	0.18	0.00	0.00	0.37	0.00
Occupation Series Code (Four Digits):				**0830**											
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	84.15	4.88	10.98	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):				**0850**											
Total Applications Received	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	86.86	3.65	9.49	3.65	0.73	0.00	0.73	0.00	0.73	0.73	0.00	0.73	0.00
Occupation Series Code (Four Digits):				**1102**											
Total Applications Received	#	9	6	2	1	1	0	0	0	0	1	0	0	0	0
	%	100.00	66.67	22.22	11.11	11.11	0.00	0.00	0.00	0.00	11.11	0.00	0.00	0.00	0.00
Qualified	#	5	4	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	80.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	69.29	12.14	18.57	5.00	1.43	0.71	0.00	0.00	0.71	0.71	0.00	0.71	0.00
Occupation Series Code (Four Digits):				**2810**											
Total Applications Received	#	12	5	7	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	41.67	58.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	10	4	6	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	40.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	4	3	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	78.77	4.47	16.76	2.23	1.12	0.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):				**5352**											

Total Applications Received	#	35	16	14	5	2	2	0	0	0	0	0	0	0	0
	%	100.00	45.71	40.00	14.29	5.71	5.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	21	12	8	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	57.14	38.10	4.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	4	3	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	81.93	3.21	14.46	5.22	3.21	0.00	0.00	0.00	0.00	0.40	0.00	1.20	0.00
Occupation Series Code (Four Digits):				**5407**											
Total Applications Received	#	4	1	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	25.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	81.29	7.19	11.51	2.16	2.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):															
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):															
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):															
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupation Series Code (Four Digits):															131

Table B10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE by Disability															
Non-Competitive Promotions		**TOTAL**	**Total by Disability Status**				**Detail for Targeted Disabilities**								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Total Employees in Career Ladder	#	46	31	5	10	3	1	1	0	0	0	0	0	1	0
	%	100.00	67.39	10.87	21.74	6.52	2.17	2.17	0.00	0.00	0.00	0.00	0.00	2.17	0.00
Time in Grade in excess of minimum															
1-12 months	#	26	17	4	5	2	0	1	0	0	0	0	0	1	0
	%	100.00	65.38	15.38	19.23	7.69	0.00	3.85	0.00	0.00	0.00	0.00	0.00	3.85	0.00
13-24 months	#	10	7	1	2	1	1	0	0	0	0	0	0	0	0
	%	100.00	70.00	10.00	20.00	10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
25+ months	#	10	7	0	3	0	0	0	0	0	0	0	0	0	0
	%	100.00	70.00	0.00	30.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Table B11: INTERNAL SELECTIONS FOR SENIOR LEVEL (GS 13/14, GS 15, SES) POSITIONS by Disability																
Internal Selections for Senior Level		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Plan - Grade: GS-13															
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Applications Received	#	78	35	38	5	5	1	0	0	0	1	1	0	1	0
	%	100.00	44.87	48.72	6.41	6.41	1.28	0.00	0.00	0.00	1.28	1.28	0.00	1.28	0.00
Qualified	#	63	26	34	3	3	0	0	0	0	1	1	0	0	0
	%	100.00	41.27	53.97	4.76	4.76	0.00	0.00	0.00	0.00	1.59	1.59	0.00	0.00	0.00
Selected	#	9	3	6	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	33.33	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plan - Grade: GS-14															
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Applications Received	#	11	3	8	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	27.27	72.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	7	3	4	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	42.86	57.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	3	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plan - Grade: GS-15															
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Applications Received	#	6	3	3	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	5	3	2	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	60.00	40.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plan - Grade: SES															
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Applications Received	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

"Relevant Applicant Pool"= all employees in the next lower pay grade and in all series that qualify them for the position announced.

Table B12: PARTICIPATION IN CAREER DEVELOPMENT - Distribution by Disability																
Career Development		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities[28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Career Development Programs for GS 5-12															
Slots	#	0													
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Applied	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Participants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Development Programs for GS 13-14															
Slots	#	0													
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Applied	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Participants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Development Programs for GS 15 and SES															
Slots	#	0													
Relevant Applicant Pool	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Applied	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Participants	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

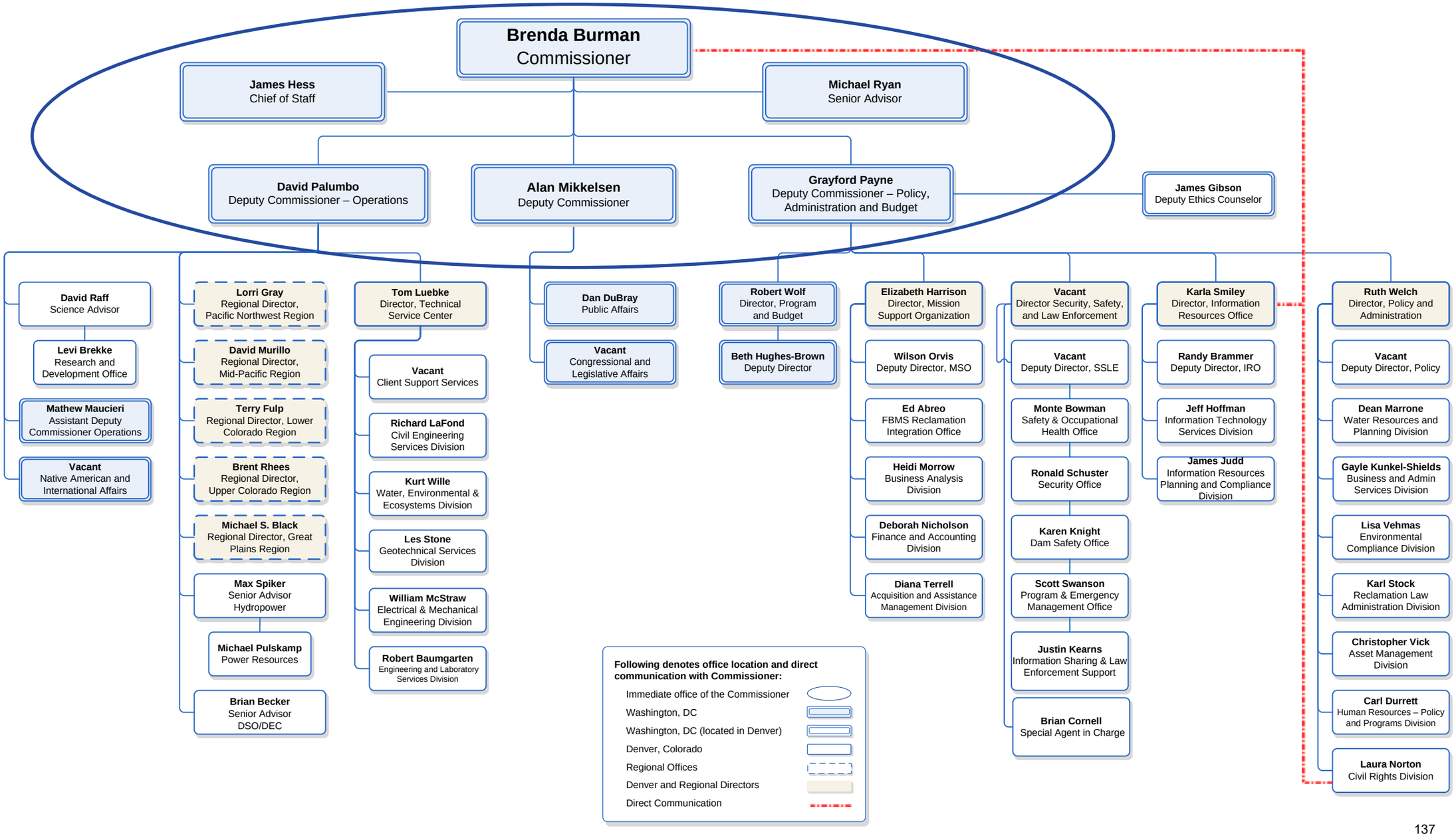
"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.

Table B13: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability																
Recognition or Award Program # Awards Given Total Cash		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Time Off-Awards: 1-9 hours															
Total Time-Off Awards Given	#	1502	1186	74	242	68	20	2	8	0	4	3	4	19	0
	%	100.00	78.96	4.93	16.11	4.53	1.33	0.13	0.53	0.00	0.27	0.20	0.27	1.26	0.00
Total Hours		7747	6155	381	1211	357	104	4	41	0	15	24	18	91	0
Average Hours		5.15779	5.18971	5.14865	5.0041	5.25	5.2	2	5.125	0	3.75	8	4.5	4.78947	0
Time Off-Awards: 9+ hours															
Total Time-Off Awards Given	#	814	623	65	126	31	13	3	5	0	1	2	0	5	0
	%	100.00	76.54	7.99	15.48	3.81	1.60	0.37	0.61	0.00	0.12	0.25	0.00	0.61	0.00
Total Hours		19366	14652	1694	3020	793	360	87	146	0	16	40	0	114	0
Average Hours		23.7912	23.5185	26.0615	23.968	25.581	27.6923	29	29.2	0	16	20	0	22.8	0
Cash Awards: $100 - $500															
Total Cash Awards Given	#	2141	1727	132	282	72	27	7	2	0	6	4	2	16	0
	%	100.00	80.66	6.17	13.17	3.36	1.26	0.33	0.09	0.00	0.28	0.19	0.09	0.75	0.00
Total Amount		778456	627233	45757	105466	26541	9458	2963	825	0	2700	1250	901	5144	0
Average Amount		363.595	363.192	346.644	373.99	368.63	350.296	423.29	412.5	0	450	312.5	450.5	321.5	0
Cash Awards: $501+															
Total Cash Awards Given	#	4766	3905	237	623	151	46	22	6	0	18	6	1	33	0
	%	100.00	81.93	4.97	13.07	3.17	0.97	0.46	0.13	0.00	0.38	0.13	0.02	0.69	0.00
Total Amount		6887615	5743788	297428	845149	199564	61702	26937	6333	0	26729	11271	700	39444	0
Average Amount		1445.16	1470.88	1254.97	1356.6	1321.6	1341.35	1224.4	1055.5	0	1484.94	1878.5	700	1195.27	0
Quality Step Increases (QSI)															
Total QSI Award	#	253	215	8	30	7	1	3	0	0	2	0	0	0	0
	%	100.00	84.98	3.16	11.86	2.77	0.40	1.19	0.00	0.00	0.79	0.00	0.00	0.00	0.00
Total Benefit		662823	571415	19017	72391	15379	1096	8015	0	0	4151	0	0	0	0
Average Benefit		2619.85	2657.74	2377.13	2413	2197	1096	2671.7	0	0	2075.5	0	0	0	0

Table B14: SEPARATION by Type of Separation - Distribution by Disability																
Type of Separation		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			No Disability [05]	Not Identified [01]	Disability [06-98]	Targeted Disability	Hearing [16/17 or 18]	Vision [23/25 or 21]	Missing Extremities [28, 32-38 or 30]	Partial Paralysis [64-68 or 69]	Complete Paralysis [71-78 or 79]	Epilepsy [82]	Severe Intellectual Disability [90]	Psychiatric Disability [91]	Dwarfism [92]
Voluntary	#	547	415	40	92	19	3	2	1	0	4	1	0	5	0
	%	100.00	75.87	7.31	16.82	3.47	0.55	0.37	0.18	0.00	0.73	0.18	0.00	0.91	0.00
Involuntary	#	17	12	2	3	1	0	0	0	0	0	0	0	1	0
	%	100.00	70.59	11.76	17.65	5.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.88	0.00
Total Separations	#	564	427	42	95	20	3	2	1	0	4	1	0	6	0
	%	100.00	75.71	7.45	16.84	3.55	0.53	0.35	0.18	0.00	0.71	0.18	0.00	1.06	0.00
Total Workforce	#	5179	4133	301	745	186	58	21	9	0	19	14	4	38	0
	%	100.00	79.80	5.81	14.39	3.59	1.12	0.41	0.17	0.00	0.37	0.27	0.08	0.73	0.00

RECLAMATION
Managing Water in the West

January 2018



IN REPLY REFER TO:
84-59000
ADM-_____

VIA ELECTRONIC MAIL ONLY

MEMORANDUM

To: All Bureau of Reclamation Employees

From: Brenda Burman
Commissioner

Subject: Anti-Discrimination and Zero Tolerance Policy Statement

As Reclamation's Commissioner, I am personally committed to Equal Employment Opportunity (EEO) regulations and principles, and to a workplace that is free of harassment and incivility. I am issuing this policy statement to guide Reclamation's executives, supervisors, managers, and employees in understanding their rights and responsibilities relating to equal employment opportunity, and to maintaining a workplace free of discrimination, harassment, and incivility.

All Reclamation employees are protected by Federal laws, regulations, and Presidential Executive Orders designed to protect Federal employees from discrimination on the bases of race, religion, color, sex (including pregnancy and gender identity), sexual orientation, national origin, age, physical and/or mental disability, genetic information, or reprisal for protected EEO activity. These protections extend to all terms, conditions, benefits, and privileges of employment.

Every employee is responsible for maintaining a workplace free from prohibited discrimination and harassment, and by so doing ensures that Reclamation maintains a productive, professional, and respectful work environment. Managers and supervisors will frequently and affirmatively communicate to their employees that harassment and discrimination are illegal and not tolerated at Reclamation. Furthermore, all reports of harassment and discrimination will be investigated and addressed by management thoroughly and immediately, and appropriate action will be taken to address and end any inappropriate, illegal, or harassing behavior. Discipline and other official actions to remediate discrimination or harassment will be designed to proactively prevent their recurrence and ensure the safety and due process rights of all employees.

A fair and civil workplace is one in which all employees are treated with dignity and respect. Harassment and discrimination are contrary to Reclamation's core values and undermine performance and productivity, in addition to frequently being contrary to federal laws and regulations. For these reasons, harassment and

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discrimination are not tolerated at Reclamation.

Workplace harassment is defined as any unwelcome, hostile, or offensive conduct that interferes with an individual's performance or creates an intimidating, hostile, or offensive work environment. It may be based upon sex (with or without sexual conduct), race, color, religion, national origin, disability, reprisal, and/or age, or it may relate to other characteristics not covered by EEO laws. Harassment includes oral, written, or electronic communications (including social media), physical gestures or contact, images, and objects. Any and all harassment, whether based on EEO characteristics or not, will be immediately and effectively responded to by management. Every employee, whether management or not, has an obligation to report any harassment they witness in order for this policy to be universally effective.

Sexual harassment is a particular form of workplace harassment that is especially critical to address due to its illegality and to its especially destructive effects on fairness, civility, and employee productivity and engagement. Sexual harassment is prohibited and will not be tolerated in Reclamation. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (l) submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of one's employment; (2) submission to or rejection of such conduct by an employee is used as a basis for career or employment decisions affecting that person; or (3) such conduct interferes with an individual's performance, or creates an intimidating, hostile, or offensive work environment.

Bullying is a form of harassment that may or may not be based on EEO characteristics, and is defined as unwanted, offensive, or malicious behavior calculated to undermine, patronize, humiliate, intimidate, or demean a person. Bullying can range from face-to-face encounters to "cyberbullying," and can occur on a peer-to-peer basis, as well as between supervisors and employees in either direction. Regardless of the ranks or positions of the people involved, bullying will be addressed with the same promptness and thoroughness as any other report of harassment.

Any Reclamation employee who believes he or she is being harassed, discriminated against, or bullied is encouraged to communicate clearly to the other person that the conduct is unwelcome and must stop immediately. After direct communication with the offending person, or if an employee believes the risk of direct confrontation is too great, the employee should immediately contact a supervisor or manager, their regional EEO or Human Resources Office, or the Civil Rights Division (CRD) in Denver. Employees may pursue allegations of EEO-based harassment through the EEO complaint process within 45 calendar days of the latest incident of harassment or awareness of it. All information provided during the harassment investigation process will be maintained on a confidential basis to the greatest extent possible. The maintenance of records and any disclosures of information from these records will be in compliance with the Privacy Act, 5 U.S.C. §552a. Retaliatory action

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against an employee who raises a claim of harassment, discrimination, or bullying will not be tolerated.

Maintaining a fair and civil workplace as well as recruiting, developing, and retaining a diverse workforce creates an environment in which all employees can develop and apply the widest possible range of competencies, ideas, and solutions. Equal opportunity in the workplace is not just the law, it is the standard that Reclamation's leadership expects every employee to understand and promote in every aspect of our operations, programs and policies. Each of us is responsible for treating one another with professionalism and respect, and contributing to a workplace free from discrimination, harassment, bullying, and retaliation. It is my expectation that all Reclamation employees will abide by the letter, spirit, and intent of this policy statement in its fullest implications.

If you experience discrimination, harassment, or reprisal, contact an EEO Counselor, your regional EEO office, or the CRD in Denver within 45 days of the alleged discriminatory incident. For more information on the EEO complaints process or to locate an EEO Counselor, check your local employee bulletin boards or contact the CRD at 303-445-3680.

Distribution E

DRAFT

UNITED STATES DEPARTMENT OF THE INTERIOR

STRATEGIC PLAN FOR FISCAL YEARS 2014 – 2018

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LETTER FROM THE SECRETARY

I am pleased to present the Department of the Interior's Strategic Plan for FY 2014-2018. The DOI's broad mission responsibilities span the Nation, from the Arctic in Alaska to the southern tip of Florida, and from Midway Island in the Pacific Ocean to the Virgin Islands in the Caribbean. We manage 500 million acres of lands primarily located in the western states and 1.7 billion acres on the Outer Continental Shelf. The activities of DOI are an economic engine. In 2012, DOI's programs contributed an estimated $371 billion to the U.S. economy and supported 2.3 million jobs in activities including outdoor recreation and tourism, energy development, grazing and timber harvesting.[1]

The DOI's programs contribute to the quality of life for many people and communities across the Country and help to advance goals for stewardship and energy independence. Nearly every American lives within an hour's drive of lands or waters managed by DOI. In 2012, there were 417 million visits to DOI managed lands. Recreational visits to DOI's lands had an economic benefit to local communities, particularly in rural areas, contributing an estimated $45 billion in economic activity in 2012. The DOI oversees the responsible development of 23 percent of U.S. energy supplies, is the largest supplier and manager of water in the 17 Western States, maintains relationships with 566 federally recognized tribes, and provides services to more than 1.7 million American Indian and Alaska Native peoples.

The context for this Plan reflects the complex mission of DOI and how it affects the lives of all Americans. The DOI's 70,000 employees work in partnership with other Federal agencies, states, tribes, industry, and a rich diversity of stakeholders to preserve and interpret the Nation's rich heritage and history; manage diverse Federal lands, waters, and wildlife and fishery resources; provide world-class science that protects us from hazards and provides the public with critical information on the earth, energy, water, and resource conservation; ensure the conservation and delivery of water for diverse users; and deliver a suite of programs for American Indian and Insular communities.

Developed with input from our stakeholders, the Plan demonstrates how we integrate and align diverse and geographically dispersed programs and projects to effectively and efficiently deliver services to the American public.

Effective management of DOI requires dynamic and modern strategies to confront major trends including the likelihood of continued and increasingly constrained funding resources, the changing demographics of the population that is becoming more urban, diverse, and technologically advanced, and a changing climate that will continue to have impacts on land, water, wildlife, and tribal communities.

In early FY 2014, I realigned DOI's strategic goals to guide and focus DOI's efforts in FY 2014 and beyond. The Plan presents these priorities in 6 mission areas that capture responsibilities administered by 10 bureaus and multiple offices.

[1] U.S. Department of the Interior Economic Report FY 2012; July 29, 2013; available at http://www.doi.gov/ppa/economic_analysis/upload/FY2012-DOI-Econ-Report-Final-2013-09-25.pdf

- Celebrating and Enhancing America's Great Outdoors. The DOI's efforts included in this mission area foster the intrinsic link between healthy economies and healthy landscapes with goals and strategies to increase tourism and outdoor recreation in balance with preservation and conservation. Collaborative and community-driven efforts and outcome-focused investments will focus on preserving and enhancing rural landscapes, urban parks and rivers, important ecosystems, cultural resources, and wildlife habitat. The goals and strategies incorporate the best available science, a landscape-level understanding, and stakeholder input to identify and share conservation priorities.

- Strengthening Tribal Nations. The goals and strategies build upon progress made over the past 4 years to establish strong and meaningful relationships with tribes, strengthen the government-to-government relationships, deliver services to American Indians and Alaska Natives, and advance self-governance and self-determination. The DOI efforts in this mission area restore tribal homelands, fulfill commitments for Indian water rights, develop energy resources, expand educational opportunities, and assist in the management of climate change.

- Powering Our Future and Responsible Use of Our Resources. The DOI plays a significant role in the President's all-of-the-above energy strategy to secure an energy future for the Nation that is cleaner and more sustainable The goals and strategies take a landscape-level approach to energy development, modernizing programs and practices, improving transparency, streamlining permitting, and strengthening inspection and enforcement.

- Engaging the Next Generation. To address the growing disconnect between young people and the outdoors, the goals and strategies in this area to promote public-private partnerships and collaborative efforts across all levels of government to connect young people with the land and inspire them to play, learn, serve, and work outdoors. The DOI efforts encompassed by the goals and strategies include the 21st Century Conservation Service Corps to leverage public investment and private philanthropy to build job skills, improve national parks and public lands, create opportunities for veterans, and create connections to the land for the next generation.

- Ensuring Healthy Watersheds and Sustainable, Secure Water Supplies. The DOI's efforts in this mission area recognize the importance of water as the foundation for healthy communities and healthy economies and the challenges resulting from climate change, drought conditions, and increasing demand. The goals and strategies position the Department to work with states in managing water resources, raising awareness and support for sustainable water usage, maintaining critical infrastructure, promoting efficiency and conservation, supporting healthy rivers and streams, and restoring key ecosystems.

- Building a Landscape-Level Understanding of Our Resources. This mission area includes DOI's efforts to harness existing and emerging technologies and elevate understanding of resources on a landscape-level by advancing knowledge in the fields of ecosystem services and resilience, energy and mineral resource assessments, hazard response and mitigation, water security, sacred sites, climate change adaptation, and environmental health. Landscape-level approaches to management hold the promise of a broader based and more consistent consideration of development and conservation. This mission area includes goals and strategies that advance this approach including applied and basic scientific research and the development of science products to inform decisionmaking by DOI's bureaus and offices and local, state, national, and international communities. The DOI's science agency, the U.S. Geological Survey, generates essential scientific information and data that is used as the basis for decisionmaking, including earth observation satellite imagery and stream gage and seismic data. The DOI leverages its role as the managing partner for the National Geospatial Platform to turn vast amounts of data into

usable information and advance broader-based and more consistent landscape and resource management, aligning the scientific programs to complement each other and other agencies to better support the Nation's research and development priorities.

This Strategic Plan presents our vision, emphasizing the areas where we will focus our efforts over the next 4 years and allow the American public to hold us accountable. The Plan complies with the Government Performance and Results Modernization Act of 2010, presenting the goals, strategies, and performance measures that will be used by DOI's employees to achieve desired outcomes and evaluate the performance of contributing programs and their personal performance. The Plan informs our actions, guides resource allocations, and is the basis to assess progress and inform the public about our priorities.

You will note that the Plan is reformatted to more clearly present our principles and focal areas. A new section in the Plan, *Highlighted Initiatives to Achieve Secretarial Priorities*, displays detailed action plans for achievement of goals in each of the mission areas. This section includes DOI's Agency Priority Goals that track with Presidential commitments as reported on www.performance.gov. To complement the Plan, the DOI's Annual Performance Plan and Report will accompany the President's budget to identify annual performance increments, funding investments consistent with DOI's program inventory, and a comprehensive assessment of performance across all the mission areas with trend data for prior years.

I hope you will read the Plan and follow our progress in the Annual Performance Plan and Report as we continue to work toward accomplishment of the ambitious goals we have set for DOI. You can follow our progress on www.doi.gov or www.performance.gov.

Sincerely,

Sally Jewell

Sally Jewell

MISSION AND ORGANIZATION

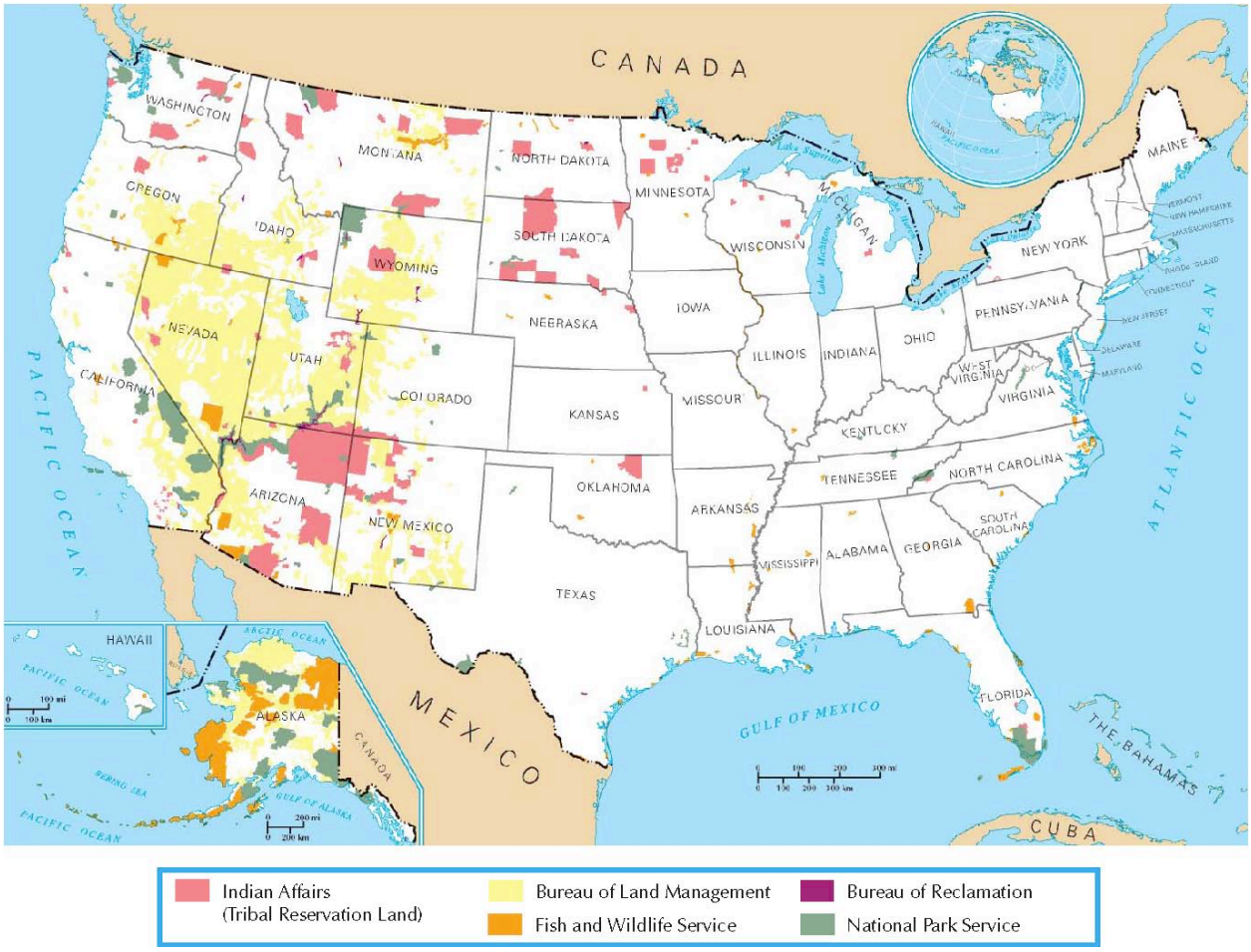
Mission

The DOI protects and manages the Nation's natural resources and cultural heritage; provides scientific and other information about those resources; and honors the Nation's trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities.

History

In 1849 President Polk signed the bill creating the Home Department. The DOI was charged with managing a wide variety of programs, which included overseeing Indian Affairs, exploring the western wilderness, directing the District of Columbia jail, constructing the National Capital's water system, managing hospitals and universities, improving historic western emigrant routes, marking boundaries, issuing patents, conducting the census, and researching the geological resources of the United States. As the Country matured during the last half of the 19th Century, so did the Department and its mission began to evolve as some of these functions moved to other agencies.

Surface Lands Managed by the Department of the Interior

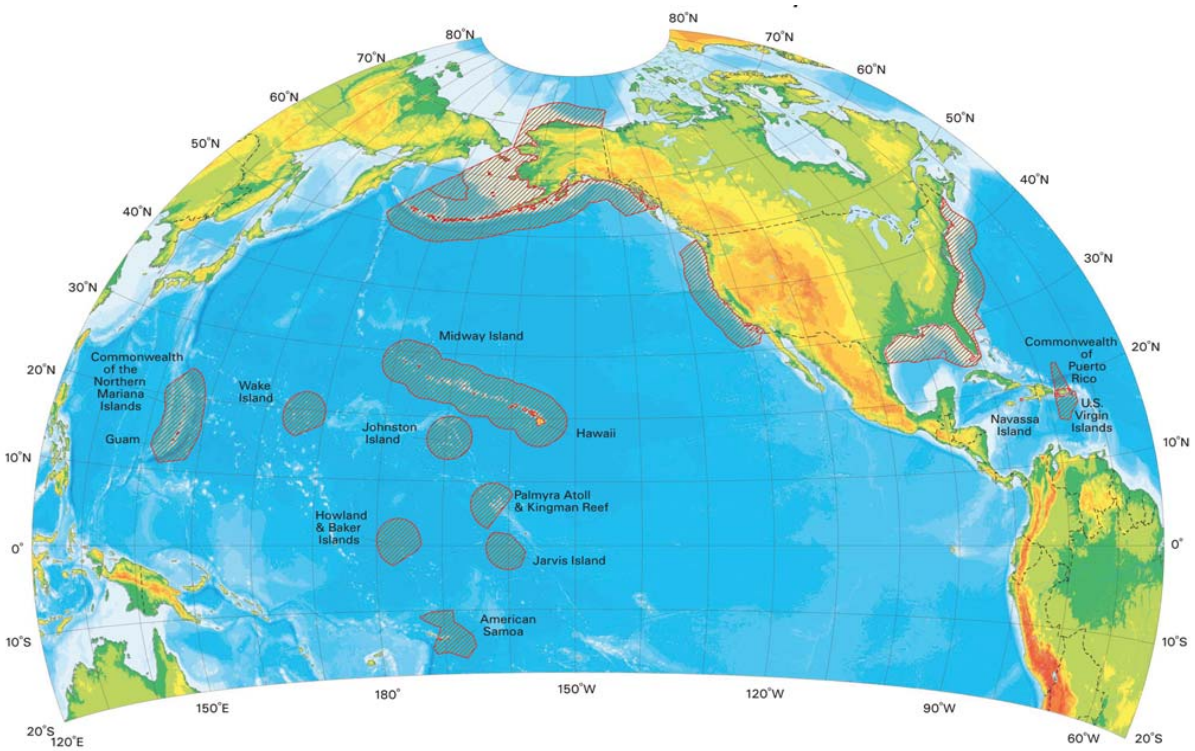


Following Theodore Roosevelt's conservation summit and the conservation movement at the beginning of the 20th Century, there was an increasing urgency and expanding congressional mandate to protect and

more effectively manage the Country's natural resources. Accordingly, DOI's mission shifted to focus on the preservation, management, understanding, and use of public lands, natural and cultural resources, responsible management of energy and water resources, and responsibilities related to Indian nations and scientific discovery.

Today, DOI manages the Nation's public lands and minerals, including providing access to more than 500 million acres of public lands, 700 million acres of subsurface minerals, and 1.7 billion acres of the Outer Continental Shelf. The DOI is the steward of 20 percent of the Nation's lands, including national parks, national wildlife refuges, and public lands; manages resources that supply 23 percent of the Nation's energy; supplies and manages water in the 17 Western States and supplies 17 percent of the Nation's hydropower energy; and upholds Federal trust responsibilities to 566 federally recognized Indian tribes and Alaska Natives. The DOI is responsible for migratory bird and wildlife conservation; historic preservation; endangered species conservation; surface-mined lands protection and restoration; mapping, geological, hydrological, and biological science for the Nation; and financial and technical assistance for the insular areas.

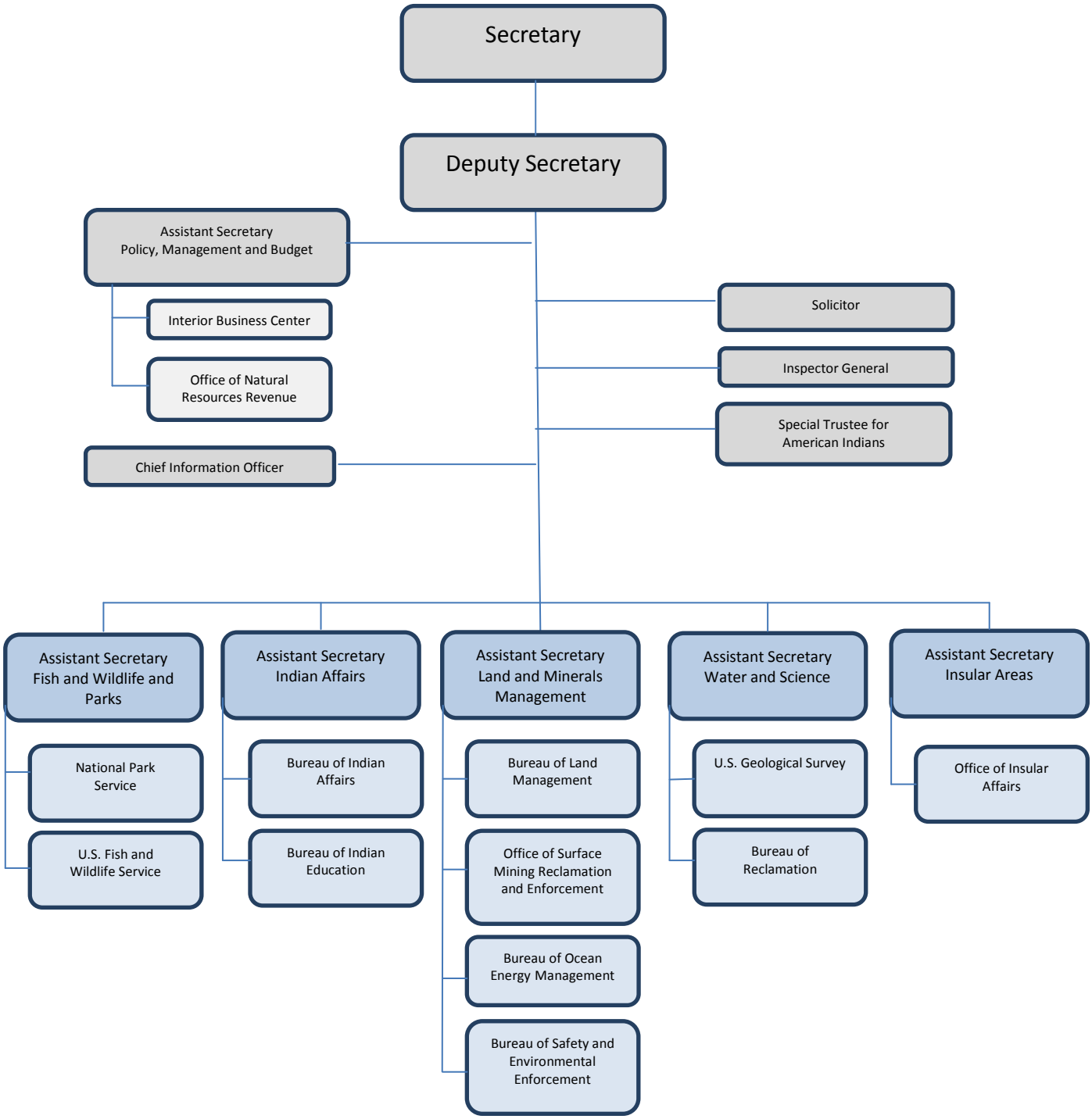
United States Continental Shelf Boundary Areas



Robert Utley and Barry Mackintosh, *The Department of Everything Else: Highlights of Interior History*, 1988, pp. 1-2.

The DOI's programs encompassed in this Strategic Plan cover a broad spectrum of activities that are performed by 10 bureaus and multiple offices and are captured in the following presentation of each entity's unique mission and set of responsibilities. The Strategic Plan's 6 mission areas capture the vitality, inventiveness, and potential of the bureaus and offices and the Department's 70,000 dedicated and skilled employees. Along with employees, almost 280,000 volunteers contribute their time in support of bureau and office missions, bringing unique local knowledge to park operations, assisting in recovery from natural disasters, and participating in environmental education, among other activities.

U.S. Department of the Interior Organization



Bureau and Office Summary

Bureau of Land Management (BLM)

- Manages and conserves resources for multiple use and sustained yield on approximately 248 million acres of public land, and an additional 700 million acres of subsurface federal mineral estate, including the following:
  - Renewable and conventional energy and mineral development
  - Forest management, timber and biomass production
  - Wild Horse and Burro management
  - Management of diverse landscapes for the benefit of wildlife, domestic grazing, and recreational uses
  - Resource management at sites of natural, scenic, scientific, and historical value including the National Landscape Conservation System

Bureau of Ocean Energy Management (BOEM)

- Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS)
- Administers over 6,400 active fluid mineral leases on approximately 35 million OCS acres
- Issues leases that provide 24 percent of domestic crude oil and eight percent of domestic natural gas supply.
- Oversees lease and grant issuance for off-shore renewable energy projects

Bureau of Safety and Environmental Enforcement (BSEE)

- Promotes safety, protects the environment, and conserves resources offshore through regulatory enforcement of offshore oil and gas facilities on the 1.7 billion acre US Outer Continental Shelf (OCS)
- Oversees oil spill for US facilities in state and federal waters and operates the Ohmsett National Oil Spill Response Research test facility
- Supports research to promote the use of best available safest technology for oil spill response

Office of Surface Mining Reclamation and Enforcement (OSMRE)

- Protects the environment during coal mining through Federal programs, provides grants to states and tribes, and oversight activities
- Ensures the land is reclaimed afterwards
- Mitigates the effects of past mining by pursuing reclamation of abandoned coal mine lands

U.S. Geological Survey (USGS)

- Conducts scientific research in ecosystems, climate and land use change, mineral assessments, environmental health, and water resources to inform effective decision making and planning
- Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides
- Conducts research on oil, gas, and alternative energy potential, production, consumption, and environmental effects
- Leads the effort on climate change science research for the Department
- Provides access to natural science information to support decisions about how to respond to natural risks and manage natural resources

Bureau of Reclamation (BOR)

- Manages, develops, and protects water and related resources in an environmentally and economically sound manner in the interest of the American public
- Largest wholesale supplier of water in the Nation
- Manages 476 dams and 337 reservoirs
- Delivers water to 1 in every 5 western farmers and more than 31 million people
- America's second largest producer of hydroelectric power

Fish and Wildlife Service (FWS)

- Manages the 150 million-acre National Wildlife Refuge System primarily for the benefit of fish and wildlife
- Manages 70 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries populations
- Protects and conserves:
  - Migratory birds
  - Threatened and endangered species
  - Certain marine mammals
- Hosts approximately 47 million visitors annually at 561 refuges located in all 50 states and 38 wetland management districts

National Park Service (NPS)

- Maintains and manages a network of 401 natural, cultural, and recreational sites for the benefit and enjoyment of the American people
- Manages and protects over 26,000 historic structures, over 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes
- Provides outdoor recreation to over 286 million annual park visitors
- Provides technical assistance and support to state and local natural and cultural resource sites and programs, and fulfills responsibilities under the National Historic Preservation Act

Indian Affairs (IA)

- Fulfills Indian trust responsibilities
- Promotes self-determination on behalf of 566 federally recognized Indian tribes
- Funds compacts and contracts to support natural resource education, law enforcement, and social service programs that are delivered by tribes
- Operates 182 elementary and secondary schools and dormitories, providing educational services to 42,000 students in 23 states
- Supports 29 tribally controlled community colleges, universities, and post-secondary schools

Note: IA includes the Bureau of Indian Affairs and the Bureau of Indian Education

Departmental Offices

- Immediate Office of the Secretary and Assistant Secretaries
- Policy, Management and Budget provides leadership and support for the following:
  - Budget, Finance, Performance and Acquisition
  - Public Safety, Resource Protection and Emergency Services
  - Natural Resources Revenue Management
  - Human Capital and Diversity
  - Technology, Information and Business Services
  - Policy and International Affairs
  - Natural Resource Damage Assessment
  - Wildland Fire Management
  - Central Hazardous Materials Management
- Office of Inspector General
- Office of the Solicitor
- Office of the Special Trustee for American Indians
- Assistant Secretary for Insular Areas and the Office of Insular Affairs

DEPARTMENT-WIDE PRINCIPLES

The DOI operates based on a set of key principles and tenets that guide the efforts of 70,000 employees, volunteers, and other stakeholders that deliver a broad spectrum of services and programs. These principles serve as the standard of operations throughout DOI and ensure achievement of the highest of ideals while performing the mission.

Stewards of the Nation's Natural, Cultural, and Heritage Assets

The DOI is committed to being an outstanding steward of approximately 500 million acres of public lands and 700 million subsurface acres including magnificent vistas, unique ecosystems, and treasured natural, cultural, and heritage assets. The management and oversight of these resources require a dedicated cadre of employees, the contributions of volunteers, and the input of stakeholders to inform decision making. The challenges of managing for a diverse constituency while meeting national goals for energy development and sustaining high levels of recreation and access require technical expertise, the best available science, and a landscape-level understanding of the balance of development and conservation.

Effective and Efficient Operations

Department of the Interior Headquarters, Washington, DC

The DOI is committed to achieving effective and efficient management. Executives and managers rely extensively on collaboration and partnerships that leverage resources. The DOI utilizes an extensive framework of internal controls to protect against fraud and waste and implements recommendations from the Government Accountability Office and the Office of Inspector General. On an annual basis, DOI reviews program activities for opportunities to eliminate lower priority programs, re-engineer under-achieving programs, and investigate new ideas to increase the effectiveness and efficiency of program delivery. Through the President's SAVE awards program and other efforts that incentivize creative cost cutting, DOI is focused on specific management initiatives, which are described in greater detail in the Appendix.

Financial Integrity and Transparency

The DOI is committed to effective financial operations and accountability including high quality and timely reporting, robust internal controls, clean audits, and effective follow-up on audit and internal control findings. The DOI utilizes the Financial and Business Management System for the integration of business functions including budget execution, finance, acquisition, and others with single sign on, improved internal controls, a secure information technology environment, and a community of business innovation, efficiency, and transparency.

Ensuring High Ethical Standards

Key to maintaining public trust and confidence in the integrity of government is the adherence of high ethical standards and ensuring that government business is conducted with impartiality and integrity. The DOI embodies this principle, follows the law and holds people accountable. Accountability is a key theme – DOI expects to be held accountable. The DOI does not tolerate lapses that detract and distract from good, honest service to the American people. Decisions are based on sound science and the best interest of the public. The Department promotes and supports transparency, accountability, and efficiency.

Making DOI the Best and Most Inclusive Place to Work in America

The DOI is committed to making the Department the best and most inclusive place to work. Changing demographics of the population, generational shifts, increased urbanization, and increased use of technology makes the management of a changing cadre of employees challenging. The DOI will foster an environment that is open and accepting of individual differences and encourages employees to maximize their potential and to provide quality public service. The DOI will ensure that policies, practices, and systems do not benefit any one group over another and that the differences that each employee brings to the Department are respected and can enhance the organization's capacity, service, and adaptability.

Safety, Security, Preparedness, Response, and Recovery

One of DOI's top priorities is to focus on safety, security, and preparedness activities. The DOI will uphold its responsibilities for protecting lives, resources, property, and the environment through a wide variety of program areas, including law enforcement, health and safety, security, aviation, environmental compliance and emergency management. The DOI will provide technical expertise and capability for interagency preparedness, response and recovery activities as defined in Presidential Policy Directive 8 and the five National Frameworks (Protection, Prevention, Response, Recovery, and Mitigation), and as required by other interagency plans such as the *National Oil and Hazardous Substance Pollution Contingency Plan*. The DOI resources are frequently called upon for wildland fire and oil spill response, public works and engineering activities, search and rescue operations, protection of natural and cultural resources and historic properties expertise, rebuilding after storm and hazard events, and law enforcement missions. Interior has the third largest contingent of Federal law enforcement officers in the Executive Branch with 3,500 officers that patrol vast acres of federal lands, national parks, wildlife refuges, and Indian communities. To ensure DOI is prepared to meet its preparedness, response, and recovery obligations, the Department and Bureaus maintain plans for all-hazards to safeguard the environment.

Respecting Tribal Self-Governance

The DOI recognizes the importance of the nation-to-nation relationship with tribes and will continue to encourage tribal management of resources and self-determination; consultation and support for effective management of the tribal trust; and the need to uphold commitments to tribes and Indian communities. Building coalitions will be an important aspect of these principles, including respect for the viewpoints of the 566 Indian tribes and the importance of maintaining strong tribal communities.

Consultation is a key component of respecting Tribal self-governance and supporting the nation-to-nation relationship. The DOI upholds the principles set forth in the President's *Executive Order 13175 Consultation and Coordination with Indian Tribal Governments*. All of DOI's bureaus and offices operate under a policy consistent with the Executive Order that considers the impacts of policies, processes, rulemaking, and legislation regarding tribes and tribal communities.

International Engagement and Leadership

The DOI participates in the United States' efforts to address climate change; protect biodiversity; sustainably manage energy, water, and natural resources; empower indigenous communities; protect cultural heritage; and ensure sound science as the basis for decisionmaking. The resources for which DOI is responsible cross jurisdictional boundaries and DOI is a key player in the international community confronting the exploitation of natural resources, trade in wildlife, spread of invasive species, the arctic, and a multiplicity of scientific issues. The DOI is committed to maintaining its relevance and will engage in international efforts as a core mission responsibility, consistent with its unique expertise and mandate.

Increasing Climate Change Preparedness and Resilience

The DOI's responsibilities for management of lands, waters, and wildlife provide first-hand experience of the impacts of a rapidly changing climate. Impacts observed by Federal resource managers include drought, severe flooding, interrupted pollination of crops, changes in wildlife and prey behavior, warmer rivers and streams, and sea level rise. The DOI will bring the best science to bear to understand these consequences and will undertake mitigation, adaptation, and enhancements to support natural resilience and will take steps to reduce carbon pollution, including through the responsible development of clean energy. The DOI will be a national leader in integrating preparedness and resilience efforts into its mission areas, goals, strategies, and programs; identifying vulnerabilities and systematically addressing these vulnerabilities; and incorporating climate change strategies into management plans, policies, programs, and operations.

CLIMATE CHANGE - THE DEPARTMENT OF THE INTERIOR

The DOI is committed to adaptively manage resources to mitigate the impacts of climate change, consider climate change on a landscape-level to improve resiliency, and work across agency lines to develop and provide data, information and decision support tools. The Strategic Plan utilizes goals, strategies, and metrics that support DOI's integrated approach to climate change as demonstrated by the following examples:

MISSION AREA #1 CELEBRATING AND ENHANCING AMERICA'S GREAT OUTDOORS

Climate change can act as a stressor and impacts efforts to protect America's landscapes, sustain fish and wildlife species, and protect cultural and heritage resources. The occurrence of wildland fire is exacerbated by the effects of climate change. Fire managers implement a comprehensive strategy that aligns Federal, state, tribal, and local efforts in preparedness, suppression, hazardous fuels reduction, and habitat restoration programs that consider the impacts of climate change.

MISSION AREA #2 STRENGTHENING TRIBAL NATIONS AND INSULAR COMMUNITIES

Climate change has a particular impact on American Indians and Alaska Natives that rely on resources for subsistence and economic development. The Strategic Plan includes goals, strategies and measures to gage the effective management of agriculture, grazing, timber, hunting, and fishing. The DOI resource managers consider the impacts of climate change in the management of these programs.

MISSION AREA #3 POWERING OUR FUTURE AND RESPONSIBLE USE OF THE NATION'S RESOURCES

The DOI's Strategic Plan includes goals, strategies and metrics that promote the development of energy and sustainable management of timber, forage, and non-energy minerals. Climate change is a factor that is considered in the planning and management of resources for utilization of energy, timber, and forage.

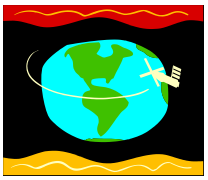
MISSION AREA #4 ENGAGING THE NEXT GENERATION

The DOI is committed to increasing the engagement of youth as active stewards of the environment and to promote youth employment, education, community service, and volunteerism. The DOI Strategic Plan include goals and strategies to gage performance of these efforts, which incorporate activities focused on climate change.

MISSION AREA #5 ENSURING HEALTHY WATERSHEDS AND SUSTAINABLE, SECURE WATER SUPPLIES

Water is a precious commodity that is increasingly impacted by climate change. The DOI's strategies for healthy watersheds and sustainable water supplies considers these impacts, promoting water conservation and partnerships for the responsible management of water supplies.

MISSION AREA #6 BUILDING A LANDSCAPE-LEVEL UNDERSTANDING OF OUR RESOURCES



The DOI is committed to assessing climate change impacts on a landscape scale, incorporating collaborative approaches and leveraging efforts with others to inform decisionmaking. The DOI Strategic Plan includes goals and strategies that promote data availability and use, leveraging the DOI's role in management of the geospatial platform.

Throughout the performance of its mission areas, DOI is a responsible steward for the significant land, water, and wildlife resources for which DOI is entrusted. The DOI has an obligation to ensure the sustainability of its own operations to promote energy efficiency and reduce greenhouse gases and the carbon footprint. The Strategic Plan promotes fulfillment of DOI's commitment to these efforts reducing its potential contributions to the causes of climate change.

HIGHLIGHTED INITIATIVES FOR ACHIEVING SECRETARIAL PRIORITIES

The following initiatives are highlighted as select activities considered particularly important to help fulfill the priorities that have been identified by the Secretary of the Interior. While this list is not all inclusive of the full range of activities being conducted throughout the DOI, these are identified to provide emphasis on select programmatic initiatives that are considered to play significant roles in furthering the DOI mission over the timeframe of this Strategic Plan (FY 2014-2018) especially for those priority areas identified by the Secretary in her letter. These highlighted initiatives have been arranged according to the corresponding mission areas and strategic goals which are more fully discussed later in the Plan. Embedded within the set of initiatives are the DOI's "Agency" Priority Performance Goals that are further highlighted in www.performance.gov.

MISSION AREA #1 CELEBRATING AND ENHANCING AMERICA'S GREAT OUTDOORS

Protect America's Landscapes and Species: Initiatives under this goal protect and restore America's large landscapes; conserve and restore wildlife populations; and improve efforts to manage lands and resources for resiliency.

- Climate change and resilience
  - Incorporate climate change projections into analyses of resource threats, trends, data, and monitoring needs, future planning needs, and other resource needs of National park Service foundational planning documents.
  - Increase climate change resiliency and green infrastructure by implementing 30 storm mitigation projects in the Northeast and work collaboratively to prioritize science driven restoration projects to conserve the Gulf of Mexico watershed.
  - Climate Change Priority Goal: Understand, communicate, and respond to the diversity of impacts associated with climate change across the various landscapes of the United States. By September 30, 2015, the DOI will demonstrate maturing implementation of climate change adaptation as scored when carrying out strategies in its Strategic Sustainability Performance Plan.
- Conserve sage-grouse
  - Conserve Greater Sage-Grouse and the sagebrush ecosystem it occupies by amending or revising Resource Management Plans and implementing restoration actions that address the needs of the sage-grouse.
- Restore the Everglades
  - Restore the quantity, quality, timing, and distribution of water to the Everglades; preserve and restore native Everglades habitats and species; and foster compatibility of built and natural systems in and affecting the Everglades by:
    - Initiating efforts to plan for and construct the Tamiami Trail 2.6-Mile Bridge in cooperation with the State of Florida and others.
    - Initiating development of an operations plan for the Modified Water Deliveries Project to provide more natural water delivery to Everglades National Park.
    - Developing a framework for detection and early response to invasive exotic species.
- Restore bison populations
  - Restore and sustain three ranging bison populations in collaboration with states, tribes, private landowners, and other public land management agencies in:
    - Great Sand Dunes National Park/Preserve and Baca National Wildlife Refuge in southern Colorado
    - Badlands National Park South Unit on the Pine Ridge Reservation in South Dakota
    - Public and State lands near Grand Canyon National Park in Arizona

- Combat wildlife trafficking
    - Finalize and begin implementation of the National Strategy for Combating Wildlife Trafficking, in cooperation with the Departments of State and Justice.

Protect America's Cultural and Heritage Resources: Initiatives will advance historic preservation and understanding of the Nation's heritage.

- Prepare for the NPS Centennial
    - Improve the condition of 469 of the National Park Service highest priority facilities in preparation for the NPS Centennial in 2016.
- Enhance historic preservation
    - Complete implementation of the Report on the Federal Historic Preservation Tax Incentives Program recommendations to promote economic development and community revitalization, especially in urban areas.
- Enhance management of Indian cultural interests
    - Develop a revised FWS Native American Policy in collaboration with tribal representatives from across the Nation.
    - Finalize a rule to allow members of federally recognized Indian tribes to gather plants and minerals for traditional cultural purposes within units of the National Park System.

Enhance Recreation and Visitor Experience: Initiatives will improve outdoor recreation access and increase opportunities for public enjoyment of Federal lands, waters, and shorelines, and help connect urban populations to parks and green spaces.

- Recreation on public lands
    - Develop a strategy to expand recreational opportunities on national wildlife refuges, BLM conservation lands, and national parks.
- Urban Recreation
    - Increase the number of close-to-home outdoor recreational and wellness programs:
        - Facilitate 300 or more community-led natural resource conservation and outdoor recreation projects in over 800 communities.
        - Increase the number of Urban Wildlife Refuge Partnerships.

MISSION AREA #2 STRENGTHENING TRIBAL NATIONS AND INSULAR COMMUNITIES

Initiatives will improve the nation-to-nation relationships with tribes and fulfill the United States' trust responsibilities through partnerships to build stronger economies and safer Indian communities.

- Safer and More Resilient Communities in Indian Country Priority Goal: Reduce repeat incarceration in Indian Communities. By September 30, 2015, reduce rates of repeat incarceration in 3 target tribal communities by 3 percent through a comprehensive "alternatives to incarceration" strategy that seeks to address underlying causes of repeat offenses, including substance abuse and social service needs through tribal and federal partnerships.
- Economic opportunity
    - Promote economic opportunity by converting 500,000 acres from fee to trust.

MISSION AREA #3 POWERING OUR FUTURE AND RESPONSIBLE USE OF THE NATION'S RESOURCES

Initiatives will promote responsible development of domestic energy resources.

- Ensure environmental compliance and safety
    - Finalize OSMRE's Stream Protection Rule, BOEM/BSEE Alaska standards, and BSEE Production Safety Rule and Blowout Preventer Rule.
    - Modernize offshore leasing and diligence requirements for deepwater Gulf of Mexico.

- Develop renewable energy potential
    - Renewable Energy Priority Goal: Increase the approved capacity for production of energy from domestic renewable resources to support a growing economy and protect our national interests while reducing our dependence on foreign oil and climate changing greenhouse gas emissions. By September 30, 2015, increase approved capacity authorized for renewable solar, wind, and geothermal energy resources affecting DOI managed lands while ensuring full environmental review to at least 16,500 megawatts (since 2009) Conduct lease sales offshore MD, NJ, and MA in 2014; facilitate expanded research and demonstration activities offshore NC, OR, and HI; and review proposals for development of the Atlantic Wind Connect's transmission backbone project.
    - Improve hydropower plant efficiency with software upgrades, new turbines, and pumping station operation flexibility.
- Responsibly develop conventional energy potential
    - Automate onshore Application for Permit to Drill tracking and processing.
    - Develop ePlans and ePermits for offshore exploration and development.
    - Develop and publish the Outer Continental Shelf Oil and Gas Leasing Program for 2017-2022.
- Manage energy production and revenue
    - Finalize the Hydraulic Fracturing Rule, Onshore Order 9 (waste prevention, venting, and flaring), and revisions to onshore oil and gas royalty rates.
    - Oil and Gas Development Priority Goal: Improve production accountability, safety, and environmental protection of oil and gas operations through increased inspection of high-risk oil and gas production cases. By September 30, 2015, BLM will increase the completion of inspections of federal and Indian high-risk oil and gas cases by nine percent over 2011 levels, which is equivalent to covering as much as 95 percent of the potential high risk cases.

MISSION AREA #4 ENGAGING THE NEXT GENERATION

Initiatives will promote the engagement of young people as active stewards of the environment.

- Play:
    - Develop or enhance outdoor recreation partnerships in a total of 50 cities to create new, systemic opportunities for outdoor play for over 10 million young people.
- Learn:
    - Provide educational opportunities to at least 10 million of the Nation's K-12 student population annually.
- Serve:
    - Attain 1,000,000 volunteers annually on public lands.
- Work:
    - Youth Employment and Training Priority Goal: Build the next generation of conservation and community leaders by supporting youth employment at the DOI. By September 30, 2015, the DOI will provide 40,000 work & training opportunities over two fiscal years, 2014 and 2015, for individuals ages 15 to 25 to support the mission of the DOI.

MISSION AREA #5 ENSURING HEALTHY WATERSHEDS AND SUSTAINABLE, SECURE WATER SUPPLIES

Manage Water and Watersheds for the 21st Century: Initiatives will support reliable delivery of water for multiple purposes, help balance competing water resource goals, and build collaborative partnerships with Federal and non-Federal stakeholders.

- Basin studies
    - Complete 17 basin studies to develop strategies for managing watersheds, including adapting to the effects of climate change.

- California water resources
    - Complete CALFED feasibility storage studies for potential enlargement of two major California river basins (Shasta and Upper San Joaquin) while continuing work on other storage studies, and begin San Joaquin River construction projects addressing water supply and fishery needs.
- Colorado River basin management
    - Publish a draft Environmental Impact Statement for the Colorado River Basin long term experimental and management plan.
    - Extend the current five-year Colorado River Basin agreement by renegotiating and implementing "Minute 319" and implemented related drought strategies.
- Restore urban rivers
    - Promote the current eighteen pilot locations of the Urban Water Federal Partnership and examine ways to strengthen the existing program and provide additional opportunities to other cities and towns as appropriate.
- Manage water and related resources in the Columbia River
    - Provide support for Columbia River negotiations.
    - Support elements of the Yakima Basin Integrated Plan that are cost-effective and have a strong Federal interest.
- Elwha River
    - Create an adaptive management decision support tool for Elwha River Restoration.
- USGS National Water Census and Environmental Flows
    - Provide data to inform decisions on water delivery for multiple use

Extend Water Supplies Through Conservation: The WaterSmart (Sustain and Manage America's Resources for Tomorrow) program assists communities in stretching water supplies while improving water management and increasing the efficient use of water.

- Enable water conservation capability

  Water Conservation Priority Goal: Enable capability to increase the available water supply in the western States through conservation-related programs to ensure adequate and safe water supplies By September 30, 2015, the DOI will further enable the capability to increase the available water supply for agricultural, municipal, industrial, and environmental uses in the western United States through Reclamation water conservation programs to 840,000 acre-feet, cumulatively since the end of 2009

Enhance Availability of Water to Tribal Communities: The Department ensures the availability of water to tribal nations by implementing Indian water rights settlements, providing technical assistance to tribes, and undertaking tribal ecosystem restoration and rural water projects consistent with the goal of strengthening tribal nations.

- Indian water settlements
    - Work to finalize settlements where issues are close to resolution. Implement a long-term strategy for improving federal engagement and bringing greater certainty to settlement negotiations and implementation.
    - Begin water deliveries to Navajo Nation through the Navajo Gallup Water Supply Project.

MISSION AREA #6 BUILDING A LANDSCAPE-LEVEL UNDERSTANDING OF OUR RESOURCES

Provide Shared Landscape-Level Management and Planning Tools: Initiatives will leverage data and capability to improve decision making.

- Geospatial Platform
    - Develop high priority landscape-level applications in the areas of climate resilience, ecosystem restoration, and sustainable resource management.
- Landsat Data and Science
    - Provide biological carbon sequestration capacity for the lower 48 states, Alaska, and Hawaii through a visualization tool.
    - Make available Nationwide natural resource management products for wildfire burned area, surface water extent, and snow covered area.
    - Update the National Land Cover Database 30-meter resolution information on urban, agriculture, forested, and impervious areas, including tree canopy.
- Inventory and Monitoring
    - Make Fish & Wildlife Service Inventory and Monitoring Program data available to partners, state and local governments, academia, and other resource management groups, to further conservation efforts .
    - Complete BLM Rapid Eco-regional assessments including integrating shrub and grassland vegetation monitoring protocols and survey strategy with the Natural Resource Conservation Service.
    - Complete the Tennessee Land Unsuitability Petition for mining.

Provide Science to Understand, Model, and Predict Ecosystem, Climate, and Land Use Change: Initiatives will assist Federal, state, local, and tribal entities by monitoring water quality and quantity; analyzing energy and mineral resources potential and environmental effects of their extraction and use; and analyze and monitor changes to the land and ocean environments.

- Mississippi River
    - Update the Nutrient transport/transformation model for the Mississippi River Basin (SPARROW) to reduce hypoxia in the Gulf of Mexico.
- Sacramento- San Joaquin River Delta
    - Produce a 3-D Geologic Framework and Seismic Velocity Model for use across the Sacramento- San Joaquin River Delta.
- Chesapeake Bay
    - Assess water quality and wildlife including: factors affecting health of fisheries, ground water-quality and conditions resulting from management actions, effects of hydro-geochemical processes on water nutrients and quality, biogenic duck habitat model and effects of toxic contaminants on fish-eating birds, and combined effects of land and climate change on streamflow.
- Sage Grouse
    - Support Landscape Science and Conservation planning providing:
        - Evaluation of the impacts of energy development on sage grouse.
        - Better understanding the threat of altered fire regimes, spread of invasive plants, and climate change.
        - Analysis of population and habitat connectivity.
        - Updating geospatial mapping of sagebrush landscape.
        - Developing a comprehensive database of research and monitoring data.
- DOI Climate Science Centers (CSC)
    - Complete an ecosystem model to understand climate impacts on Alaskan natural resources.
    - Integrate scenarios for future climate, hydrology, and vegetation for the Northwest.
    - Assess climate sensitive ecosystems in the Southeastern US.
    - Develop regional drought impact scenarios for the North Central and South Central CSC's to facilitate planning of adaptation actions.

Provide Scientific Data to Protect, Instruct and Inform Communities: The USGS will lead the scientific research on the environment and natural hazards and provide information to partners and stakeholders for use in making decisions that will protect lives.

- Coastal resiliency
  - Update forecasts of erosion vulnerability to hurricanes for the Gulf and Atlantic Coasts including topography and bathymetry, analysis of shoreline changes due to Hurricane Sandy, modeling coastal change scenarios, and restoring sand deposits on the south island of the Chandeleur Islands.
- Landscape Conservation Cooperatives (LCC)
  - Develop adaptation strategies that identify alternative management approaches for identified conservation priorities
  - Produce spatially-explicit conservation designs that reflect the ability of current and future landscapes to support priority resources.
  - Deliver decision support information and tools to various decision makers that influence landscape conditions relevant to priority resources.
- Support for Energy Resource Planning
  - Integrate landscape-level perspective into energy resource planning for:
    - Desert Renewable Energy Conservation Plan developed with mitigation strategies for the Western Solar Energy Plan.
    - Conventional energy siting through development of Master Leasing Plans by BLM.
    - Transmission Planning for BLM to revise its “Section 368” corridor study.
    - Development of a BLM “Planning 2.0” framework allowing for more effective response to environmental and social changes at multiple scales.

OVERVIEW OF THE FY 2014-2018 STRATEGIC PLAN

The DOI's FY 2014-2018 Strategic Plan provides the framework for the programs and activities that are performed by 10 bureaus and multiple offices, and take place at approximately 2,400 locations throughout the Nation.

The Strategic Plan facilitates the integration of programs, the allocation and alignment of resources, and collaboration and coordination with stakeholders to achieve key goals. A set of 6 mission areas, 24 goals, 38 strategies, and 117 performance measures will guide the DOI's activities for the next 4 years. These mission areas reflect the Secretary of the Interior's priorities, while the goals and strategies describe the means by which those priorities will be achieved.

The mission areas, goals, and strategies that compose the Strategic Plan are displayed in the Strategic Plan Framework , followed by a description of the mission areas, goals, and strategic objectives, and performance measures. An FY 2018 goal is provided for each performance measure that reflects a desirable annual level of achievement that DOI aspires to by FY 2018 assuming the availability of a reasonable level of resources. The anticipated level of performance for these measures on an annual basis beginning in FY 2014 in consideration of actual resource levels will be reported in the DOI's Annual Performance Plan and Report, that is released with the FY 2015 President's budget and available at www.doi.gov/bpp.

The Strategic Plan was developed based on collaboration among personnel of the DOI, in collaboration with tribes and other stakeholders. There is a high degree of continuity of performance measures from the FY2011-2016 Strategic Plan, in order to ensure an ongoing ability to gage trends in performance and assist decision makers to assess the likely impact of program changes. Trends in performance related to funding and programmatic plans are available in the DOI's FY 2014 Annual Performance Plan and Report available at www.doi.gov/bpp.

STRATEGIC PLAN FRAMEWORK

Mission Area 1 Celebrating and Enhancing America's Great Outdoors

Goal 1: Protect America's Landscapes

- Improve land and water health by managing wetlands, uplands, and riparian areas
- Sustain fish, wildlife, and plant species
- Manage wildland fire for landscape resiliency, strengthen the ability of communities to protect against fire, and provide for public and firefighter safety in wildfire response

Goal 2: Protect America's Cultural and Heritage Resources

- Protect cultural and historical assets and related resources

Goal 3: Enhance Recreation and Visitor Experience

- Enhance the enjoyment and appreciation of our natural and cultural heritage

Mission Area 2 Strengthening Tribal Nations and Insular Communities

Goal 1: Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

- Protect reserved Indian treaty and subsistence rights
- Fulfill fiduciary trust

Goal 2: Improve the Quality of Life in Tribal and Native Communities

- Support self-governance and self-determination
- Create economic opportunity
- Strengthen Indian education
- Make communities safer

Goal 3: Empower Insular Communities

- Improve quality of life
- Create economic opportunity
- Promote efficient and effective governance

Mission Area 3 Powering Our Future and Responsible Use of the Nation's Resources

Goal 1: Secure America's Energy Resources

- Ensure environmental compliance and safety of energy development activities
- Develop renewable energy potential
- Manage conventional energy development
- Account for energy revenue

Goal 2: Sustainably Manage Timber, Forage, and Non-Energy Minerals

- Manage timber and forest product resources
- Provide for sustainable forage and grazing
- Manage non-energy mineral development

Mission Area 4 Engaging the Next Generation

Goal 1: Create new, systemic opportunities for outdoor play

- Develop or enhance outdoor recreation partnerships that provide outdoor play

Goal 2: Provide educational opportunities

- Reach the Nation's K-12 population

Goal 3: Provide volunteers on public lands

- Enable the ability to engage more young volunteers

Goal 4: Develop the next generation of lifelong conservation stewards and ensure our own skilled and diverse workforce pipeline

- Provide conservation work and training opportunities for young people

Mission Area 5 Ensuring Healthy Watersheds and Sustainable, Secure Water Supplies

Goal 1: Manage Water and Watersheds for the 21st Century

- Improve reliability of water delivery
- Better ensure the future of watersheds against the impacts of climate change

Goal 2: Extend Water Supplies Through Conservation

- Expand water conservation capabilities

Goal 3: Availability of Water to Tribal Communities

- Protect tribal water rights
- Improve infrastructure and operational efficiency of tribal water facilities

Mission Area 6 Building a Landscape-level Understanding of Our Resources

Goal 1: Provide Shared Landscape-Level Management and Planning Tools

- Ensure the use of landscape-level capabilities and mitigation actions

Goal 2: Provide Science to Understand, Model and Predict Ecosystem, Climate and Land Use Change

- Identify and predict ecosystem changes at targeted and landscape-levels (biota, land cover, and Earth and ocean systems)
- Assess and forecast climate change and its effects

Goal 3: Provide Scientific Data to Protect, Instruct, and Inform Communities

- Monitor and assess natural hazard risk and resilience
- Provide environmental health to guide decisionmaking

Goal 4: Provide Water and Land Data to Customers

- Monitor and assess water availability and quality
- Generate geologic maps
- Assess national and international energy and mineral resources

DESCRIPTION OF MISSION AREAS

(WITH SUPPORTING GOALS, STRATEGIES, AND PERFORMANCE MEASURES)

MISSION AREA 1 CELEBRATING AND ENHANCING AMERICA'S GREAT OUTDOORS

GOAL #1 Protect America's Landscapes

We will ensure that America's natural endowment – America's Great Outdoors – is protected for the benefit and enjoyment of current and future generations. Through collaborative, community-driven efforts, and outcome-focused investment, we will work to preserve and enhance rural landscapes, urban parks and rivers, important ecosystems, and essential wildlife habitat.

STRATEGY #1 Improve land and water health by managing the wetlands, uplands, and riparian areas that comprise our national parks, wildlife refuges, and BLM lands.

The Bureau of Land Management, the Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation are stewards of the lands and waters managed by the Department. These Bureaus maintain and restore uplands, wetlands, and streams through efforts that include controlling invasive plants and animals, restoring land to a condition that is self-sustaining, and ensuring that habitats support healthy fish and wildlife populations. The DOI's Natural Resource Damage Assessment and Restoration program works with the bureaus to assess the impacts of oil spills and hazardous waste sites and coordinates restoration efforts.

Annually, Bureaus administer resource protection programs on more than 400 million acres of upland, wetland, and aquatic lands within their jurisdiction. Many of these lands have special status as national parks, seashores, monuments, wildlife refuges, wilderness areas, or wild and scenic rivers. They are protected because of their important and often unique ecological characteristics, physical geography, or historical features. The DOI manages these lands on a landscape-scale basis because of increasing stressors such as climate change, habitat fragmentation, exotic invasive species, and other broadly influencing factors. The DOI also works in partnership with others by providing and leveraging resources for conservation activities on non-Federal lands.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BLM, FWS, NPS	Percent of DOI acres that have achieved desired conditions where condition is known and as specified in management plans.	325 million DOI managed acres (74%)	335 million DOI managed acres (76%)
BLM, FWS	Percent of DOI riparian (stream/shoreline) miles that have achieved desired condition where condition is known and as specified in management plans.	444 thousand DOI managed stream/shoreline miles (94%)	444 thousand DOI managed stream/shoreline miles (94%)
BLM, BOR, FWS, NPS	Percent of baseline acres infested with invasive plant species that are controlled.	330 thousand acres controlled (1%)	350 thousand acres controlled (1%)
FWS, NPS	Percent of invasive animal species populations that are controlled.	298 invasive animal populations controlled (10%)	409 invasive animal populations controlled (14%)
OSMRE	Number of Federal, tribal, and private land and surface water acres reclaimed or mitigated from the effects of natural resource degradation from past coal mining.	11,347 acres reclaimed	14,000 acres reclaimed
FWS, BOR	Number of non-DOI acres restored, including through partner-ships, as specified in plans or agreements that involve DOI.	640,000 non-DOI acres restored (annual avg excluding AK)	640,000 non-DOI acres restored (annual avg excluding AK)

FWS	Number of non-DOI acres managed or protected to achieve desired condition, including through partnerships, as specified in plans or agreements that involve DOI.	1.7 million non-DOI acres managed (annual avg excluding AK)	1.7 million non-DOI acres managed (annual avg excluding AK)
FWS	Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships, as specified in plans or agreements that involve DOI.	411 non-DOI stream /shoreline miles restored	900 non-DOI stream /shoreline miles restored
FWS	Number of non-DOI riparian (stream/shoreline) miles managed or protected to achieve desired condition, including through partnerships, as specified in plans or agreements that involve DOI.	1,665 non-DOI stream /shoreline miles managed or protected (annual avg excluding AK)	1,665 non-DOI stream /shoreline miles managed or protected (annual avg excluding AK)
All Bureaus	Climate Change Priority Goal = By September 30, 2015, demonstrate maturing implementation of climate change adaptation as scored when carrying out strategies in the DOI Strategic Sustainability Performance Plan	NEW	200 points achieved on scorecard by end of FY 2015

STRATEGY #2 Sustain fish, wildlife, and plant species by protecting and recovering the Nation's fish and wildlife populations in cooperation with partners, including states.

The Fish and Wildlife Service is tasked with the conservation and protection of populations of fish, wildlife, plants, and their habitats. The FWS conducts these activities in partnership with others including NPS, BLM, Reclamation, and state and local agencies. The strategy to sustain species focuses on identifying and implementing corrective actions that will lead to species recovery.

The DOI's responsibility to protect fish, wildlife, and native plants transcends jurisdictional boundaries, and includes efforts that affect almost 1,500 species with special status under the Endangered Species Act and more than 1,000 migratory birds that receive Federal protection under the Migratory Bird Treaty Act. The DOI is instrumental in combating domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement, and helping to reduce demand for illegal wildlife products.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
FWS	Percent of threatened and endangered (T&E) species that have improved based on the latest 5-year status review recommendation.	48 T&E species improved (4%)	51 T&E species improved (5%)
FWS	Percent of threatened and endangered (T&E) species recovery actions implemented.	24,285 T&E species recovery actions implemented (68%)	24,300 T&E species recovery actions implemented (68%)
BLM, FWS, BOR	Number of threatened and endangered species (T&E) recovery activities implemented.	3,290 T&E species recovery activities implemented (annual avg)	3,463 T&E species recovery activities implemented
FWS	Percent of migratory bird species that are at healthy and sustainable levels.	726 migratory bird species healthy & sustainable (72%)	726 migratory bird species healthy & sustainable (72%)
FWS	Percent of fish species of management concern that are managed to self-sustaining levels, in cooperation with affected states, tribes, and others, as defined in approved management documents.	39 fish species of management concern at self-sustaining levels (annual avg) (21%)	39 fish species of management concern at self-sustaining levels (21%)
FWS	Number of international species of management concern whose status has been improved in cooperation with affected countries.	247 international wildlife species improved	247 international wildlife species improved

STRATEGY #3 Manage wildland fire for landscape resiliency, strengthen the ability of communities to protect against fire, and provide for public and firefighter safety in wildfire response.

The Department's Office of Wildland Fire coordinates fire programs across four Bureaus (BLM, FWS, NPS, and BIA) that manage and operate wildland fire programs along with the Department of Agriculture's Forest Service. The DOI Bureaus deploy strategies to mitigate the effects of wildland fire and restore burned acres, support communities that are at highest risk from fire by assisting in the development of fire action plans, and respond quickly when fire strikes. The DOI strives to achieve a technically effective fire management program that meets resource and safety objectives, while minimizing the cost of suppression and damage to resources.

Ensuring resilient landscapes and fire-adapted communities depends on implementation of a broad-based, intergovernmental, collaborative, and national cohesive strategy to better address the mounting challenges of escalating fire behavior, increased risk to responders, greater home and property losses, and increased threats to communities. The DOI is a lead agency in this collaborative approach with the Forest Service and other Federal, state, tribal, and local governments and stakeholders. Three supporting performance measures were developed to demonstrate and evaluate progress in achieving the national goals to restore and maintain resilient landscapes, promote fire-adapted communities, and respond to wildfires.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
OWF	Percent of DOI-managed landscape acres that are in a desired condition as a result of fire management objectives.	160,066,449 acres managed in desired condition (36%)	171,310,000 acres managed in desired condition (38%)
OWF	Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan.	1,597 treatments (76%)	1,597 treatments (76%)
OWF	Percent of wildfires on DOI-managed landscapes where the initial strategy(ies) fully succeeded during the initial response phase.	6,330 wildfires successfully managed (98%)	6,525 wildfires successfully managed (99%)

GOAL #2 Protect America's Cultural and Heritage Resources

We will ensure that our Nation's rich cultural heritage and abundant historic and prehistoric resources are preserved for the enjoyment and enlightenment of current and future generations.

STRATEGY #1 Protect and maintain the Nation's most important historic areas and structures, archaeological sites, and museum collections.

A cornerstone of DOI's mission is the protection of America's cultural heritage and resources for future generations and the obligation to honor and protect cultural resources of tribal communities. The Department maintains over 29,000 historic structures among 5 Bureaus – NPS, BLM, BOR, FWS, and BIA. The largest portion of historic structures on DOI lands is found in the National Park System. The Department also protects many of the Nation's most important cultural heritage sites. They range in size from pioneering homesteads to the massive granite carvings of Mount Rushmore. The DOI is the steward of millions of cultural and natural artifacts, including those from the earliest days of North American occupation over 15,000 years ago through colonial and westward expansion settlements to those from monuments commemorating recent heroic events, such as the Flight 93 National Memorial in Pennsylvania. These valued collections tell the history of the Nation. These Bureaus work closely with

Native American tribes, Alaska Native corporations, and Native Hawaiian communities to help ensure respect for and preservation of the sacred cultural sites of our native peoples, as well as repatriation of Native American cultural items.

The Department, universities, historians, and others use America's cultural and heritage resources to expand understanding of our culture. They remind us of who we are and where we came from.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA, BLM, FWS, NPS	Percent of historic structures in DOI inventory in good condition.	15,390 historic structures in good condition (53%)	16,175 historic structures in good condition (56%)
BIA, BOR, BLM, FWS, NPS	Percent of collections in DOI inventory in good condition.	1,214 collections in good condition (46%)	1,225 collections in good condition (46%)
BIA, BLM, FWS, NPS	Percent of archaeological sites in DOI inventory in good condition.	107,814 archeological sites in good condition (64%)	108,000 archeological sites in good condition (64%)
NPS	Number of completed historic rehabilitation tax credit projects (since 1976)	39,662	43,600

GOAL #3 Enhance Recreation and Visitor Experience

We will encourage the appreciation and use of our lands by facilitating visitor use and recreational experiences. We will support tourism and outdoor recreation—powerful economic engines that bolster communities across the Nation. We will strive to provide visitors with beneficial physical, mental, and social opportunities, including those that result from outdoor recreational experiences.

STRATEGY #1 Enhance the enjoyment and appreciation of our natural and cultural heritage by creating opportunities for play, enlightenment, and inspiration.

About 417 million Americans and foreign visitors traverse public lands each year. The Bureaus that provide recreational opportunities – BLM, FWS, and NPS – are particularly dedicated to ensuring that visitors have the best possible experiences through interpretive guides, displays, videos, and other materials, in addition to the spectacular land, water, wildlife, and cultural features themselves.

In a national dialogue about America's Great Outdoors, citizens reiterated the importance of open spaces and recreation to their quality of life, health, and commitment to conservation. National parks, FWS refuges, and BLM public lands provide recreation experiences that include many forms: camping or hiking; catch and release trout fishing; canoeing; bird watching; biking, swimming, and many other activities. Many water-related recreational activities are also available as a result of Bureau of Reclamation projects. These Bureaus make special accommodations to address the need for accessibility to public lands and to better engage underserved communities, especially in response to the increasing urbanization and shifting demographics of America's population. This requires focused research and close coordination with existing partners, as well as cultivating new partnerships with organizations representing diverse constituents.

By focusing on visitor services, increasing volunteer opportunities, and ensuring access for recreation, education, and contemplation, the Department ensures that the public is offered valuable, high-quality experiences at our sites.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BLM, FWS, NPS	Percent of visitors satisfied with the quality of their experience.	94% visitors satisfied	94% visitors satisfied
BLM, NPS	Percent of satisfaction among visitors served by facilitated programs.	95% participating visitors satisfied	95% participating visitors satisfied

MISSION AREA 2 STRENGTHENING TRIBAL NATIONS AND INSULAR COMMUNITIES

GOAL #1 Meet Our Trust, Treaty, and Other Responsibilities to American Indians and Alaska Natives

We will restore the integrity of nation-to-nation relationships with tribes and work diligently to fulfill the United States' trust responsibilities. We will work in partnership with tribes to build stronger economies and safer Indian communities.

STRATEGY #1 Protect reserved Indian treaty and subsistence rights.

The DOI will assist American Indian tribes and Alaska Natives in developing the most effective practices for responsible and successful use of subsistence resources and treaty reserved rights to natural resources. For the purposes of this measure, subsistence means the gathering and harvest, processing, consumption, and use of all wild resources – birds, mammals, fish, and plants – from all the varied environments found throughout tribal communities.

For American Indians and Alaska Natives, subsistence use embodies a culturally significant lifestyle and is an important component of their communities. Subsistence resources are important to these economies and for the continuation of traditions and practices that are a part of these diverse cultures. The term "customary and traditional" is included in the Code of Federal Regulations to describe the historic and current use of wildlife and fisheries resources for subsistence by residents of rural communities.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA	Percent of federally-recognized American Indian Tribes and Alaska Native organizations involved with studies and projects to improve Federal and tribal management of treaty reserved rights and subsistence resources.	17 Tribes supported (4%)	100 Tribes supported (44%)

STRATEGY #2 Fulfill Fiduciary Trust

The DOI has ongoing responsibilities for timely reporting of Indian trust ownership information to its beneficiaries. We will ensure that trust and restricted Federal Indian-owned lands are managed effectively and accurately account for revenues in a timely and efficient manner. The Office of the Special Trustee for American Indians and Bureau of Indian Affairs oversee fiduciary trust activities.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA	Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations.	710 IIM case records reviewed (98%)	861 IIM case records reviewed (100%)
OST	Percent of financial information initially processed accurately in trust beneficiaries' accounts.	9.3 million transactions (100%)	10million transactions (100%)
OST	Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt.	$628 million timely transmitted (99%)	$635 million timely transmitted (100%)
OST	Percent of timeliness of financial account information provided to trust beneficiaries.	800,000 trust statements timely provided (100%)	816,000 trust statements timely provided (100%)

GOAL #2 Improve the Quality of Life in Tribal and Native Communities

With self-governance and self-determination as our North Star, the Department will work to restore tribal homelands, settle Indian water rights claims, increase opportunities for renewable and conventional energy on Indian lands, expand educational opportunities for Native American youth, and protect natural and cultural resources in the face of climate change.

STRATEGY #1 Support self-governance and self-determination.

The DOI is strengthening the nation-to-nation relationship between the Federal Government and tribal nations because self-determination, sovereignty, self-government, and self-reliance are the tools that will enable tribal nations to shape their collective destiny. Tribes have also assumed an expanded role in the operation of Indian programs through Public Law 93-638 contracting. Tribes contract with the Federal Government to operate programs serving their tribal members and other eligible persons.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA	Percent of P.L. 93-638 Title IV contracts/compacts with clean audits.	79 compact tribes with clean audits (71%)	138 compact tribes with clean audits (100%)
BIA	Percent of Single Audit Act reports submitted during the reporting year for which management action decisions on audit or recommendations are made within 180 days.	405 audit reports addressed in time (99%)	405 audit reports addressed in time (99%)

STRATEGY #2 Create economic opportunity.

The DOI assists Indian Nations in developing capacity and infrastructure needed to attain economic self-sufficiency on reservations to enhance their quality of life. One critical path is economic development and job creation. The BIA coordinates development of comprehensive tribal programs with the Departments of Labor and Health and Human Services. The DOI offers programs and financial services that encourage start-ups and help position Indian businesses and individuals to compete in today's economy. The Department supports tribal communities in increasing opportunities to develop conventional and renewable energy resources (e.g. solar and wind) and non-energy mineral resources on trust land.

An integral part of building stronger economies within American Indian and Alaska Native communities is developing conservation and resource management plans that ensure sustainable use of trust land. Income is derived from leasing the land for timber and forest biomass harvests, grazing, and farming. These plans are reviewed by BIA to help safeguard the income-generating assets that sustain the economy of communities.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA	Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement employment, training, and related services funding, in accordance with P.L. 102-477.	$10.40 average gain in earnings of participants	$11.00 average gain in earnings of participants
BIA	Loss rates on DOI guaranteed loans.	$28,912 loan losses	$28,000 loan losses
BIA	Fee to trust: Increase in the percentage of submitted applications with determinations.	TBD	1,025 applications processed

BIA	Percent of grazing permits monitored annually for adherence to permit provisions, including permittee compliance with requirements described in conservation plans.	3,387 grazing permits monitored / inspected (24%)	8,943 grazing permits monitored / inspected (64%)
BIA	Percent of active agricultural and grazing leases monitored annually for adherence to lease provisions, including lessee compliance with responsibilities described in conservation plans.	9,154 leases monitored / inspected (35%)	17,078 leases monitored / inspected (69%)
BIA	Percent of range units assessed during the reporting year for level of utilization and/or rangeland condition/trend.	1,247 range units assessed (32%)	2,646 range units assessed (74%)
BIA	Percent of sustainable harvest of forest biomass utilized for energy and other products.	2 million tons of biomass harvested (50%)	3.4 million tons of biomass harvested (85%)

STRATEGY #3 Strengthen Indian education.

The DOI is allocating funds to improve its Bureau of Indian Education (BIE) funded schools, and improve the learning environment of BIE students. Improving performance in BIE schools is a challenge the DOI is addressing through initiatives aimed at increasing student achievement with a focus on reading and math. Schools are assessed for their Adequate Yearly Progress (AYP) which is defined by each state based on judging reading and mathematics proficiency along with attendance for elementary and middle schools, and graduation rates for high schools.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIE	Percent of BIE schools achieving AYP (or comparable measure).	45 schools achieving AYP (26%)	66 schools achieving AYP (38%)
BIE	Percent of BIE school facilities in acceptable condition as measured by the Facilities Condition Index.	147 facilities in acceptable condition (81%)	164 facilities in acceptable condition (90%)

STRATEGY #4 Make communities safer.

The DOI will strengthen law enforcement in Indian Country by putting more officers on the streets, bolstering tribal courts, and helping fight violent crime and drug abuse. Crime control, however, is only one component of a safe community. New construction, renovation, and maintenance of facilities, including detention facilities and roads and bridges, also contribute to the safety and well-being of the tribal populace.

Tribal justice systems are an essential part of tribal governments, which interface with BIA and tribal law enforcement activities. Congress and the Federal courts have repeatedly recognized tribal justice systems as the appropriate forums for adjudicating disputes and minor criminal activity within Indian Country. It is important that the BIA and tribal law enforcement activities complement the operations of the tribal courts to ensure that justice in the tribal forums is administered effectively.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA	Percent of law enforcement facilities that are in acceptable condition as measured by the Facilities Condition Index (FCI).	46 facilities in acceptable condition (92%)	50 facilities in acceptable condition (100%)

BIA	Percent of BIA funded tribal judicial systems receiving an acceptable rating under independent tribal judicial system reviews.	77 tribal justice systems rated acceptable (42%)	173 tribal justice systems rated acceptable (92%)
BIA	Part I violent crime incidents per 100,000 Indian Country inhabitants receiving law enforcement services. Safer and More Resilient Communities in Indian Country Priority Goal = By September 30, 2015, reduce rates of repeat incarceration in three target tribal communities by 3% through a comprehensive "alternatives to incarceration" strategy	442 violent crimes per 100,000 residents	At or below national average (387 per 100,000 residents)
BIA	Percent of miles of road in acceptable condition based on the Service Level Index.	5,048 miles of roads in acceptable condition (17%)	5,200 miles of roads in acceptable condition (17%)
BIA	Percent of bridges in acceptable condition based on the Service Level Index.	622 bridges in acceptable condition (68%)	622 bridges in acceptable condition (68%)

GOAL #3 Empower Insular Communities

The Department empowers insular communities by improving the quality of life, creating economic opportunity, and promoting efficient and effective governance. The U.S.-affiliated insular areas include: the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. The DOI also administers and oversees Federal assistance provided to the three Freely Associated States: the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau. The Assistant Secretary for Insular Affairs and the Office of Insular Affairs carry out these responsibilities on behalf of the Secretary.

STRATEGY #1 Improve quality of life.

The DOI will assist the insular areas to improve the quality of life by pairing access to financial resources for capital improvements and public services with robust oversight, and by improving interagency coordination on insular issues. We will also pursue sustainable, indigenous energy strategies to lessen dependence on oil imports and provide more reliable and affordable energy. In addition, we are working with other partners, such as the Department of Health and Human Services, to improve the quality of healthcare across the insular areas.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
OIA	Percent of Community Water Systems (CWS) that receive health-based violation notices from the U.S. Environmental Protection Agency.	28 community water systems out of 148 water systems (19%)	No more than 9% of systems with health-based violations
OIA	Residential cost per kilowatt hour for power compared to the national average.	3X the national average	2X the national average
OIA	Percent of schools in acceptable condition based on specified safety and functionality standards.	701 schools in acceptable condition (37%)	750 schools in acceptable condition (40%)

STRATEGY #2 Create economic opportunity.

The DOI will help create economic opportunity by forging partnerships that bolster tourism and attract industry by promoting the unique island cultures, natural resources, and by preparing the next generation of business leaders. We will pursue economic development initiatives that encourage private sector investment in the insular areas.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
OIA	Real mean GDP per capita in the 4 US Territories compared to the real mean GDP per capita for the US.	Real mean GDP per capita of 4 US territories ($20K) compared to real mean versus national GDP ($43K) (47%)	Real mean GDP per capita of 4 US territories ($24K) compared to real mean versus national GDP ($43K) (55%)

STRATEGY #3 Promote efficient and effective governance.

The DOI will work with the insular areas to ensure that local and Federal funding is being used efficiently and effectively by improving insular government financial policies and procedures, financial management systems, and technical planning abilities. We will also strive to equip insular area leadership with the statistical tools necessary for informed decisionmaking.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
OIA	Number of insular governments with on-time and unqualified single audits.	4 (of 7 insular area governments)	5 (of 7 insular area governments)

MISSION AREA 3 POWERING OUR FUTURE AND RESPONSIBLE USE OF THE NATION'S RESOURCES

GOAL #1 Secure America's Energy Resources

As manager of one-fifth of the Nation's landmass and energy resources on 1.7 billion acres of the Outer Continental Shelf (OCS), the Department plays a central and essential role in powering America's future through the responsible development of our Nation's abundant domestic energy resources. Through early planning, thoughtful mitigation, and the application of sound science, DOI can ensure that the Administration's "all-of-the-above" energy strategy includes not only traditional sources, but also the further development of new, cleaner resources to help mitigate the causes of climate change. Included in this development is a reliable, resilient, and well-planned energy transmission system that forms the backbone of the Nation's energy economy and is crucial to bringing both conventional and renewable energy to households across America. By modernizing practices, leveraging technology, and looking across the government and industry for best practices, DOI is improving the transparency and timeliness of the resource development permitting process while providing greater certainty to industry and strengthening inspection and regulatory enforcement programs.

STRATEGY #1 Ensure environmental compliance and the safety of energy development.

One of the keys to further expanding safe and responsible energy development is maintaining the public's confidence that this activity can be conducted in an environmentally responsible manner and is subject to strong oversight. The DOI is pressing forward with a reform agenda, both onshore and offshore, and is bolstering oversight and inspections. The DOI is focused on risk and is appropriately devoting limited oversight resources based on robust assessments of risk.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
OSMRE	Percent of active coal mining sites that are free of off-site impacts.	6,568 mining sites free of off-site impacts (89%)	6,665 mining sites free of off-site impacts (90%)
OSMRE	Percent of coal mine acreage reclaimed.	5.1 million acres reclaimed (76%)	5.6 million acres reclaimed (77%)
BLM	Percent of oil and gas acres reclaimed to appropriate final land condition.	1,661 acres reclaimed (24%)	2,000 acres reclaimed (25%)
BLM	Percent of producing fluid mineral cases that have a completed inspection during the year. Oil and Gas Development Priority Goal = By September 30, 2015, the BLM will increase the completion of inspections of federal and Inidan high risk oil and gas cases by 9% over FY 2011 levels, which is equivalent to covering as much as 95% of the potential high risk oil and gas cases.	10,204 cases inspected (37%)	10,715 cases inspected (39%)
BSEE	Amount (in barrels) of operational offshore oil spilled per million barrels produced.	<1 barrel spilled per million produced	< 1 barrel spilled per million produced
BSEE	Number of recordable injuries per 200,000 offshore man hours in DOI-regulated activities.	0.3 injuries per 200,000 offshore workhours	< 0.3 injuries per 200,000 offshore workhours

STRATEGY #2 Develop renewable energy potential.

The DOI is working to move America to a clean and sustainable energy future and, as called for in President Obama's Climate Action Plan, will re-double efforts on renewable energy as we transition to a landscape-level approach to wind, solar, geothermal, and hydropower energy development. Standing up new sources of clean energy generation and facilitating the construction of new or upgraded transmission networks are helping to create new industries and supply chains, driving economic growth and job creation. Connecting renewable energy projects to the grid and key markets is central to making renewable energy generation projects viable. Through partnerships and close coordination, the DOI works to site renewable energy projects in the right places where potential environmental and social conflicts can be minimized and potential effects mitigated, consistent with landscape-level planning.

Hydropower is the Nation's largest renewable energy resource, and the Bureau of Reclamation is the second largest hydropower producer in the United States. Our 53 power plants generate more than 40 billion kilowatt hours annually, enough electricity to serve 3.5 million homes. Over the next 12 years, Reclamation is initiating major rehabilitation and upgrades to many of its large hydropower assets which will yield over 250 Megawatts of additional capacity via increased efficiencies. These actions may affect peak availability of units in a given year during this period.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BOR	Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating.	45 facilities (82%) in good condition	45 facilities (82%) in good condition
BOR	Percent of time that BOR hydroelectric generating units are available to the inter-connected western electrical system during daily peak demand periods.	85% operational during peak periods	85% operational during peak periods
BLM, BOEM	Number of megawatts of approved capacity authorized on public land and the OCS for renewable energy development while ensuring full environmental review (cumulative since after 2009). Renewable Energy Priority Goal = By September 30, 2015, increase approved capacity authorized for renewable solar, wind, and geothermal energy resources affecting DOI managed lands, while ensuring full environmental review, to at least 16,500 megawatts (since 2009)	13,786 MW	18,000 MW

STRATEGY #3 Manage conventional energy development.

The DOI oversees vast resources that, when developed the right way and in the right places, support "all of the above" energy strategy that expands the production of energy at home, promotes energy security, and helps drive the economy and job growth.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BOEM	Number of offshore lease sales held consistent with the Secretary's 5-Year Oil and Gas Program (2012-2017; lease sales subject to change under Section 18(e) of the OCS Lands Act).	5 lease sales held (cumulative 2012-2013)	15 lease sales held (cumulative 2012-2017)
BLM	Percent of coal lease applications processed.	6 applications processed (15%)	6 applications processed (15%)
BLM	Percent of pending fluid minerals Applications for Permit to Drill (APDs) which are processed.	4,892 applications processed (60%)	5,135 applications processed (62%)

STRATEGY #4 Account for energy revenue.

The DOI is committed to providing reasonable assurance that it is collecting every dollar due from Federal and Indian lands leased for energy development. The Department will fulfill its role by accurately and efficiently collecting, accounting for, analyzing, auditing, and disbursing revenues associated with offshore and onshore energy production. Revenues generated from these activities are distributed to states and tribes, fund land protection and historic preservation, and are deposited in the U.S. Treasury. The DOI also is committed to working with industry, as well as public and non-governmental entities, as part of the international Extractive Industries Transparency Initiative (EITI), which offers a voluntary framework for governments to disclose revenues received from oil, gas, and mining assets, with parallel disclosure by companies of what they have paid governments in royalties, rents, bonuses, taxes and other payments. The Department is working diligently towards obtaining compliance with the international EITI standards and in December 2013 submitted the U.S. Candidacy Application to the International EITI Board.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
ONRR	Percent of Federal and Indian revenues disbursed on a timely basis per statute.	99% (of $2.5B annual avg 2009-2012)	99% (of $2.5B annual avg 2009-2012)
ONRR	Percent of Payors and Operators covered by a completed ONRR Compliance Activity.	90% (of 3,400 payors and operators)	90% (of 3,000 payors and operators)

GOAL #2 Sustainably Manage Timber, Forage, and Non-energy Minerals

STRATEGY #1 Manage timber and forest product resources.

The DOI's forests or woodlands are managed by BLM for the benefit of the American public. The BLM maintains a permanent source of timber supply, which supports the production of commodities such as lumber, plywood, and paper, while also protecting watersheds, regulating stream flow, contributing to the economic stability of local communities and industries, and providing recreational opportunities.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BLM	Percent of allowable timber sale quantity offered for sale consistent with applicable resource management plans.	162 million board feet of timber (80%)	162 million board feet of timber (80%)
BLM	Volume of wood products offered consistent with applicable management plans.	243 million board feet of wood products offered	243 million board feet of wood products offered

* million board feet of timber

STRATEGY #2 Provide for sustainable forage and grazing.

The BLM manages livestock grazing on over half of its public lands. The BLM's overall objective is to ensure the long-term health and productivity of these lands. The BLM uses a variety of methods to accomplish this objective – periodic rest or deferment of grazing in pastures in specific allotments during critical growth periods; vegetation treatments; and projects such as water development and fences. The terms and conditions for grazing on BLM managed lands, such as stipulations on forage use and season of use, are set forth in the permits and leases issued by the Bureau to public land ranchers.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BLM	Percent of grazing permits and leases processed as planned consistent with applicable resource management plans.	1,344 grazing permits and leases processed (21%)	3,500 grazing permits and leases processed (60%)

STRATEGY #3 Manage non-energy mineral development.

Non-energy minerals development on DOI lands and waters, such as gold, zinc, lead, copper, iron, salt, sand, potassium, phosphate, stone, gravel, and clay, support a broad array of uses, including medical applications, computer production, coastal restoration, automobile production, and highway construction and maintenance. The DOI is committed to sustaining mineral development in an environmentally responsible way by ensuring the reclamation of areas that have been mined and minimizing environmental impacts during the mining process.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BLM	Percent of non-energy mineral exploration and development requests processed.	114 requests processed (24%)	114 requests processed (24%)
BLM	Number of mined acres reclaimed to appropriate land condition and water quality standards.	2,279 acres reclaimed	2,300 acres reclaimed
BOEM	Number of sand and gravel requests processed for coastal restoration projects	NEW	10

MISSION AREA 4 ENGAGING THE NEXT GENERATION

"For the health of our economy and our public lands, it's critical that we work now to establish meaningful and deep connections between young people – from every background and every community – and the great outdoors."

Secretary Sally Jewell
October 31, 2013

The future of our public lands depends upon young people serving as active stewards of the environment throughout their lives. However, there is a growing disconnect between young people and the great outdoors – and it's a gap that DOI has the power to help bridge. The Department has a unique opportunity to harness the strong spirit of community service and volunteerism that is alive within our Nation's youth, and encourage them to use their time, energy, and talent to better our natural and cultural treasures. Through public-private partnerships and in conjunction with all levels of government, DOI will expand its efforts to inspire millions of young people to play, learn, serve, and work outdoors.

GOAL #1 Play Develop or enhance outdoor recreation partnerships in a total of 50 cities over the next 4 years to create new, systemic opportunities for outdoor play for over 10 million young people.

By participating in recreation opportunities on public lands, our youth strengthen their ties to America's backyard. However, nearly 80 percent of the United States' population lives in cities. The DOI can leverage our experience and expertise to help communities engage more young people on all public lands. To increase the number of youth who play outside, we must overcome the major obstacles including a lack of access in communities, a lack of interest from children, and a lack of time for young adults. To address these problems, DOI will develop or enhance outdoor recreation partnerships in 50 cities with the goal of creating new systemic opportunities for outdoor play for over 10 million young people.

This goal will build upon the National Park Service's plan for the Centennial. As part of the NPS Call to Action for the Centennial, the NPS has committed to developing proactive Rivers, Trails and Conservation Assistance Programs and collaborative park-based programs in the 50 largest urban areas and those with the least access to parks. The NPS is also establishing 50 formal partnerships with health and medical providers across the Country.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
All Bureaus	Number of young people in 50 cities that participate in an outdoor play activity on public lands	NEW	10 million participants since FY 2013

GOAL #2 Learn In 4 years, provide educational opportunities to at least 10 million of the Nation's K-12 student population annually.

Our public lands and waters are our outdoor laboratories, and by getting students–from grammar school to graduate school–to learn about our public lands and waters, we can develop their interest in nature and the science, technology, engineering, and mathematics (STEM) education fields that are essential to our future. There are approximately 50–55 million K-12 students in the US. The DOI currently reaches at least 3 million students a year through its education programs. With new online education resources, we have the ability to reach more teachers and students than those that can come for an in-person visit.

Leveraging the NPS' newly launched teacher portal, DOI will provide educational opportunities to at least 10 million of the Nation's K-12 student population annually.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
All Bureaus	Number of K-12 students who participate or access educational materials or opportunities provided by the Department of the Interior	NEW	10 million participants after FY 2013

GOAL #3 Serve In 4 years, attain 1,000,000 volunteers annually on public lands.

Currently 332,000 volunteers provide 9.6 million hours of service annually valued at $209 million per year. We know that many more people are interested in volunteering but there is insufficient volunteer coordination and management capacity. By prioritizing volunteer management and coordination positions as part of our efforts to expand youth work opportunities and leveraging the expertise of partners like the Corporation for National and Community Service, we will expand volunteer opportunities across DOI's public lands.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
All Bureaus	Number of people volunteering on DOI managed lands	NEW	1 million volunteers annually

GOAL #4 Work Provide 100,000 work and training opportunities to young people over the next 4 years.

To develop the next generation of lifelong conservation stewards and ensure our own skilled and diverse workforce pipeline, DOI will provide 100,000 work & training opportunities to young people (ages 15 to 25) over 4 years. In order to achieve the goal, we will utilize public-private partnerships to leverage additional resources and provide additional work and training opportunities than those we could do on our own. Our work and training opportunities will support the 21st Century Conservation Service Corps (21CSC) which is a multi-agency effort to provide work and training opportunities in stewardship of our public lands to young people and veterans, helping them develop skills to serve both the Nation's natural and cultural resources, but also their own futures. The other 21 CSC Federal agency partners are Agriculture, Commerce, Labor, Environmental Protection Agency, Army, Council on Environmental Quality, and the Corporation for National and Community Service.

Bureaus Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
All Bureaus	Number of work and training opportunities provided to young people Youth Employment and Training Priority Goal = By September 30, 2015, the DOI will provide 40,000 work and training opportunities over two fiscal years, 2014 and 2015, for individuals ages 15 to 25 to support the mission of the DOI.	15,546 Participants in FY 2013	80,000 opportunities after FY 2013

MISSION AREA 5: ENSURING HEALTHY WATERSHEDS AND SUSTAINABLE, SECURE WATER SUPPLIES

Healthy watersheds provide sustainable, secure water that is the foundation for healthy communities and economies, but water supplies are challenged by climate change, record drought conditions, and increasing demands. Recognizing the states' primary role in managing water resources, the Department will work as a partner to increase reliability of water supplies, for the benefit of the people, the economy, and the environment by providing better tools for water management, promoting water conservation and efficiency, and wisely maintaining and improving infrastructure. To achieve this goal it will be critical to inculcate these concepts in the next generation of water managers.

GOAL #1 Manage Water and Watersheds for the 21st Century

We deliver water in the 17 Western States for agriculture, municipal and industrial use, and providing flood control and recreation for millions of Americans. To achieve these goals, BOR balances water supply demands, promotes water conservation, improves water management, and protects the environment through the safe and effective performance of our facilities. The Department has a role in developing innovative approaches to meet water needs and anticipate future challenges.

STRATEGY #1 Improve reliability of water delivery

The BOR and its managing partners operate and maintainits water facilities in a safe, efficient, economical, and reliable manner, and assure that systems and safety measures are in place to protect the facilities and the public. The BOR's Facility Reliability Rating (FRR) system was established to score and provide a general indication of BOR's ability to maintain the reliability of its facilities. The BOR uses FRR data, on both reserved and major transferred facilities, to focus on activities that help ensure water storage and delivery for its customers. Approximately 40% of the total facilities subject to FRR are managed by Reclamation's water partners. These partnerships create significant operational efficiencies but will also require close coordination to effectively utilize available Federal and non-Federal resources needed to achieve the stated goal.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BOR	Percent of water infrastructure in good condition as measured by the Facility Reliability Rating.	274 facilities rated in good condition (79%)	275 facilities rated in good condition (79%)

STRATEGY #2 Better ensure the future of watersheds against the impacts of climate change

The BOR is currently conducting assessments of existing and future water supply demand imbalances in watersheds within its 17 Western States through Basin Studies and Impact Assessments. When completed, these studies will analyze the risks and impacts of climate change to water resources and identify actions to adapt to the potential effects of climate change. To address projected imbalances in supply and demand, the studies identify adaptation strategies, including strategies for non-structural and structural changes. A wide range of Federal and non-Federal stakeholders participate in the basin studies, which are selected through a competitive process using established criteria.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BOR	Percent of basin studies that have been completed.	4 basin studies completed (20%)	17 basin studies completed (89%)

GOAL #2 Extend the Supply of Water through Conservation

STRATEGY #1 Expand Water Conservation Capabilities

The American West is now the fastest growing region of the Country and faces serious water challenges. Competition for finite water supplies is increasing as a result of population growth, agricultural demands, and water for environmental needs. An increased emphasis on domestic energy development will place additional pressure on limited water supplies, as significant amounts of water may be required for unconventional and renewable energy development.

Impacts of climate change, as evidenced by increases in temperature, decreases in precipitation and snowpack, extended droughts, and depleted aquifers and stream flow in several Reclamation river basins are reducing water supplies. Water is vital for the environment and the economies of rural and urban communities in the west. The DOI will "increase" water supplies through BOR's Priority Goal conservation programs.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BOR	Acre feet of water conservation capacity enabled through Reclamation's Priority Goal conservation programs. Water Conservation Priority Goal = By September 30, 2015 the DOI will further enable the capability to increase available water supply for agricultural, municipal, industrial, and environmental uses in the Western United States through Reclamation water conservation programs to 840,000 acre feet, cumulatively since the end of FY 2009.	734,851 acre-feet of water conservation capacity grants approved	1,000,000 acre-feet of water conservation capacity grants approved

GOAL #3 Availability of Water to Tribal Communities

STRATEGY #1: Protect tribal water rights

The BIA water program functions are divided into two distinct but overlapping elements. The Water Rights Negotiation/Litigation Program defines and protects Indian water rights and settles claims through negotiations if possible, or alternatively, through litigation. The Water Management Program assists tribes in managing, conserving, and utilizing trust water resources.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA	Annual percent of projects completed in support of water management, planning and pre-development	36 projects completed (39%)	71 projects completed (77%)

STRATEGY #2 Improve infrastructure and operational efficiency of tribal water facilities

The BIA Irrigation, Power and Safety of Dams program operates and manages irrigation, power, and dam infrastructure. The program sets high standards for maintenance, collaboration with stakeholders, and effective water and power distribution. The BIA manages facilities to ensure they do not present an unacceptable risk to downstream lives and property; and are managed in an economically, technically, environmentally, and culturally sound manner.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
BIA	Number of linear miles of functional BIA irrigation project canals servicing irrigated lands.	3,927 linear miles of irrigation canals	4,570 linear miles of irrigation canals

MISSION AREA 6 BUILDING A LANDSCAPE-LEVEL UNDERSTANDING OF OUR RESOURCES

To effectively carry out its mission, the Department of the Interior must understand and make decisions at the landscape-level. Decisions affecting the siting of energy development, water resource management, recreation, the conservation of habitat for sensitive flora and fauna, the identification of transmission line rights-of-way, mitigation for development activities, and other land uses are increasingly interconnected with one another on an ever changing, climate-impacted landscape.

The Department conducts science to inform these decisions; develops tools to analyze, visualize, translate, and extrapolate science; and is leading efforts to apply it at multiple scales and across multiple landscapes and jurisdictions to inform land and resource planning, policy, mitigation, and management. Additionally, as the managing partner for the Geospatial Platform, DOI can leverage 21st Century Geographic Information System (GIS) tools to transform vast amounts of data regarding our landscapes and resources into useful information to inform decisions about powering our future and ensuring healthy landscapes and sustainable supplies of water.

GOAL #1 Provide Shared Landscape-level Management and Planning Tools

Harnessing emerging technologies, tools, and methodologies, DOI works with partners to elevate understanding of resources on a landscape-level. The DOI will leverage these partnerships and its role as the managing partner for the National Geospatial Platform to turn vast amounts of data into usable information and advance broader based and more consistent landscape and resource management.

STRATEGY #1 Ensure the use of landscape-level capabilities and mitigation actions.

Landscape-level approaches to management hold the promise of a broader-based and more consistent consideration of both development and conservation, as opposed to a piecemeal approach. Over the last few decades, ecologists and conservationists have increasingly worked at larger geographic scales to improve their ability to characterize and combat complex threats and stressors such as habitat fragmentation and climate change. When conservation is planned for and carried out at these larger scales, it is often easier to detect ecological patterns and population dynamics than with conservation undertaken within smaller units of habitat, improving the ability of conservationists to address limiting factors, adapt to changing circumstances, and achieve long-term benefits to species. The rigorous science underlying our landscape-scale databases, tools, and methodologies provides the foundation for a new generation of citizen scientists, professional experts, and organizations to better understand and care for our landscapes. By improving coordination with partner agencies, a landscape-level understanding of resources will be available for these needs.

Strong science based evidence will allow DOI to make strategic decisions relative to conservation priorities and maximize our conservation investments to achieve the best possible outcomes, while learning from our experience and new evidence on changing conditions. Changes in ecosystems and habitats in the face of changing climatic conditions require that future conservation strategies can be adaptive, including the use of vulnerability assessments, scenario planning, and explicit statements of expected biological outcomes. This information can be used to identify conservation targets and objectives that best represent our desired outcomes and then to develop landscape conservation designs, long-term strategies, and forward-looking resource management decisions to achieve them. Implementation occurs using a collection of tools and methodologies including the Geospatial Platform,

Landscape Conservation Cooperatives, Climate Science Centers, and other specialized programs and processes. This information is essential to the successful use of the landscape-scale mitigation approaches being implemented throughout the DOI.

Mapping and imagery tools facilitate sound planning and management, ensuring the functionality of entire ecosystems, the resiliency of species and the predictability of decisions for industry. The Geospatial Platform offers an Internet-based tool for sharing trusted geospatial data. It provides services and applications for use by the public, government agencies, and partners to meet their mission needs. This resource facilitates landscape-level planning by providing a platform for integrated data from Federal and non-Federal partners (e.g., universities, private organizations, and tribal, state, and local governments). By centralizing such critical inputs as habitat characteristics, risk vulnerabilities, mineral resources, energy potential, conservation priorities, cultural resources, water resources, surface elevation, and property ownership, these tools will provide policy and decision makers from Federal and state governments, local communities, businesses, and non-profit organizations with reliable, transparent, science-based information to effectively manage the resources and enable integrated early analysis in a programmatic way.

The National Map, a collection of geospatial data of the Nation's topography, natural landscape and built environment is also available. Updating high-resolution geospatial databases such as surface water and elevation data and topographic map images on a 3 year cycle supports public purposes such as resource management, climate and environment, infrastructure and human services, energy, disaster response, and public safety.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Number of communities on the Geospatial Platform that provide information relevant to landscape level decision making.	NEW	TBD
USGS, OSMRE	Number of tools registered on the Geospatial Platform that can be used to support landscape level decision making.	NEW	TBD
FWS, NPS	Number of landscape conservation designs available to inform management decisions	NEW	TBD
FWS	Number of landscapes with surrogate species, including population objectives, identified to support conservation actions	NEW	TBD
FWS, BLM, BOR, OSMRE BOEM, BIA	Number of landscape- level mitigation strategies and actions that provide for the conservation of natural resources occurring before, during, or after development activities.	NEW	TBD
USGS	Percent of the lower 48 states, Hawaii, District of Columbia, and Puerto Rico published as high resolution geospatial databases.	35,789 topographic map cells published (67%)	38,652 topographic map cells published (72%)

GOAL #2 Provide Science to Understand, Model, and Predict Ecosystem, Climate, and Land Use Changes at Targeted and Landscape Levels (biota, land cover, and Earth and ocean systems)

We will support scientific research to assess, understand, model, and forecast the impacts of climate change and other environmental drivers on our ecosystems, natural resources, and communities. Our Bureaus will develop and construct strategies for adapting to climate change based on

scientific analysis. The DOI will assist Federal, state, local, and tribal entities by monitoring water quality and quantity; analyzing energy and mineral resources potential and environmental effects of their extraction and use; and analyzing and monitoring changes to the land and ocean environments.

STRATEGY #1 Identify and predict ecosystem and land use change

The DOI will conduct ongoing research to support and inform decisions related to ecological systems for land, water, and fish and wildlife population management. Climate and land use changes are the key drivers of changes in ecosystems, and strategies for protecting climate-sensitive ecosystems will be increasingly important. The USGS uses satellite data such as Landsat to detect, analyze, and monitor changes on the land, study the connections between people and the land, and provide society with relevant science information to inform public decisions. These data are necessary to provide a baseline composite of the characteristics and geographic variability of land cover, such as seen in the National Land Cover Database. Terrestrial and aquatic populations and their habitats are studied to understand their condition and function within ecosystems and provide information to improve management and conservation actions. Managing and protecting the biological and physical components that support ecosystem services and processes is a priority of the DOI, especially as it relates to the impacts of climate change.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Percent of targeted fish and aquatic populations and their habitats for which information is available regarding limiting factors such as migratory barriers, habitat, and effects of disturbance (fire, flood, nutrient enhancement).	51 of 118 fish and aquatic populations supported (43%)	60 of 118 fish and aquatic populations supported (51%)
USGS	Percent of targeted wildlife populations for which science information is provided for management decision making to inform and improve conservation.	216 of 354 wildlife populations supported (61%)	240 of 354 wildlife populations supported (67%)
USGS	Percent of targeted species for which monitoring and decision support information on their status and trends are available.	187 of 645 species supported (29%)	190 of 645 species supported (29%)
USGS	Percent of critical science information products available for successful control and management of targeted groups of invasive species.	27 of 60 critical science information products (45%)	30 of 60 critical science information products (50%)
USGS	Percent of targeted ecosystems with information products forecasting ecosystem change.	3 of 9 ecosystems supported (33%)	5 of 9 ecosystems supported (56%)
USGS	Percent of U.S. surface area with contemporary land cover data needed for major environmental monitoring and assessment programs.	354 total path/rows from 2011 dataset complete (78%)	377 total path/rows from 2016 dataset complete (83%)

STRATEGY #2 Assess and forecast climate change and its effects

The extent to which U.S. communities and ecosystems may be affected by climate change will depend on the nature of the impacts and the sensitivity of the ecosystem to the changes. Successful adaptation to climate change will depend on access to a variety of options for effective management responses. The DOI will support research and monitoring initiatives of carbon, nitrogen, and water cycles, and their effects on ecosystems. The USGS will provide tools for managers to develop, implement, and test

adaptive strategies, reduce risk, and increase the potential for ecological systems to be self-sustaining, resilient, and adaptable to environmental changes. The DOI also considers the application of traditional knowledge when making decisions affecting tribal communities. The Department and the USGS strategies and measures align to achieve the goals of the Climate Action Plan.

The USGS will, through its existing scientific assets and the DOI Landscape Conservation Cooperatives and Climate Science Centers, implement partner-driven science to improve understanding of past and present land use change, develop relevant climate and land use forecasts, and identify lands, resources, and communities that are most vulnerable to adverse impacts of change from the local to global scale.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Number of natural resource and cultural habitat, population, or ecosystem models, assessments, or major datasets developed by scientists and in cooperation with land managers.	10 models, assessments, or datasets developed	20 models, assessments, or datasets developed
USGS	Percent of Climate Research & Development Program products cited/used within 3 years of publication.	354 R&D products cited/used within 3 years (94%)	354 R&D products cited/used within 3 years (94%)

GOAL #3 Provide Scientific Data to Protect, Instruct, and Inform Communities

We will support scientific research to improve the resilience of communities to natural hazards and wildlife diseases in order to preserve the quality of life and reduce the likelihood of fatalities and economic losses. The USGS will lead the scientific research on the environment and natural hazards and provide information to partners and stakeholders for use in making decisions that will protect lives.

STRATEGY #1 Monitor and assess natural hazards risk and resilience

The DOI's monitoring and assessments provide information and the scientific understanding that will help protect communities by significantly reducing the vulnerability of millions of people to natural hazards. For example, USGS, working with many partners, collects accurate and timely data from modern earth observation networks and surveys, analyzes those data to assess areas that are at risk due to natural hazards, and conducts focused research to improve hazard predictions.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Percent completion of earthquake and volcano hazard assessments for moderate to high hazard areas.	76 assessments completed (38%)	80 assessments completed (40%)
USGS	Percent implementation of optimal earthquake and volcano monitoring for moderate to high hazard areas.	68 measurement sets completed (34%)	78 measurement sets completed (39%)
USGS	Percent of regional and topical ocean and coastal studies that cite USGS products within 3 years of study completion.	20 studies cited (80%)	20 studies cited (80%)

STRATEGY #2 Provide environmental health science to guide decisionmaking

Human health is often related to the health of the environment and wildlife. The emergence of diseases from exposure to environmental contaminants and diseases transferred between animals and humans is a

growing concern. The DOI is taking a leadership role in providing the natural science information needed by health researchers, policy makers, and the public to safeguard public health by monitoring the quality of the environment and wildlife disease reservoirs, by identifying emerging environmental quality concerns and emerging threats from disease transmitted from animals to humans, and by providing critical knowledge that helps guide actions to manage, mitigate, and prevent adverse impacts on the environment, wildlife, and human health.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Number of knowledge products on the quality and health of the environment that inform the public and decision makers.	224 products produced (80%)	238 products produced (85%)

GOAL #4 Provide Water and Land Data to Customers

The Department, through USGS, will lead the effort to provide water and land data to customers for their various uses. The USGS will gather and present data at targeted and landscape-levels to advance and refine our understanding of the earth and its geologic and ecologic systems. Three dimensional models of ground water aquifers and energy and mineral deposits in the subsurface will be generated to help identify prospective areas for exploration and utilization. We will produce vegetation maps and data to support and inform risk management of wildland fires, wildlife, and other natural resources. We will deliver high resolution geospatial databases and topographic map images to support public purposes and enhance resource management.

STRATEGY #1 Monitor and assess water availability and quality

The Nation faces an increasing set of water resource challenges. The DOI will continue to monitor and conduct research to generate a more precise estimate of water availability and use for meeting current and future human, environmental, and wildlife requirements. These research and monitoring activities will help identify water resources for use by humans and the environment while also developing tools to forecast likely outcomes for landscape-level planning needs including water use and quality, and aquatic ecosystem health affected by changes in land use and land cover, natural and engineered infrastructure, water use, and climate. State and local governments rely heavily on the monitoring data that is provided by USGS monitoring systems that operate across the Country.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Percent of U.S. with current groundwater quality status and trends information.	1,369 well networks inspected (7%)	8,500 well networks inspected (45%)
USGS	Percent of U.S. with groundwater availability status and trends information.	8 studies completed (20%)	12 studies completed (20%)
USGS	Percent of U.S. with current streamwater quality status and trends information.	1,546 site visits (3%)	9,600 site visits (16%)
USGS	Percent of USGS planned streamgages that are fully operational by the National Streamflow Information Program.	446 streamgages fully operational (9%)	666 streamgages fully operational (14%)
USGS	Number of water monitoring sites supported jointly with state, local or tribal cooperators.	18,500 monitoring sites	19,425 monitoring sites
USGS	Percent of U.S. with completed, consistent water availability products.	none	1,056 water availability products (50%)

STRATEGY #2 Generate geologic maps

As the DOI's science arm, USGS produces accurate geologic maps and three-dimensional geologic frameworks that provide indispensable data for sustaining and improving the quality of life and economic vitality of the Nation. Geologic maps and research are foundational for exploring, developing, and preserving mineral, energy, and water resources; evaluating and planning for land management and environmental protection; supporting DOI's land management decisions, reducing losses from natural hazards, including earthquakes, volcanoes, landslides, and other ground failures; mitigating effects of coastal and stream erosion; placement of critical infrastructure and facilities; and conducting basic earth science research. The geologic maps and interpretive products produced through the USGS and its state partners are served through the National Geologic Map Database, which is an authoritative and landscape-level data source for the general public, scientists, and decision makers.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Percent of the U.S. that is covered by at least one geologic map available to the public through the National Geologic Map Database.	1,814,735 square miles covered by geologic maps (51%)	2,000,000 square miles covered by geologic maps (57%)

STRATEGY #3 Assess national and international energy and mineral resources

The Nation faces increasing demands for energy and mineral resources, particularly in light of concerns about our dependence on resources imported from other countries. The DOI's energy and mineral resources research, assessments, and information will improve our understanding of resource occurrence, distribution, quality, and supply and foster multidisciplinary analyses of the broad economic, environmental, and societal consequences of resource extraction and use. The outcomes of these activities will inform decision making with respect to such issues as natural resource protection, environmental health, economic vitality, and responsible resource management on DOI and other lands.

Bureau Reporting	Supporting Performance Measures	2013 Actual	2018 Goal
USGS	Number of times USGS Energy Resources Program products were (successfully) accessed online (millions)	4.8 million products accessed	5.5 million products accessed
USGS	Number of times USGS Mineral Resources Program products were (successfully) accessed online (millions)	20.5 million online hits to USGS products	22.5 million online hits to USGS products

APPENDIX

MANAGEMENT

INITIATIVES

BUILDING A 21ST CENTURY DEPARTMENT OF THE INTERIOR

The Department's vision for a 21st Century workforce is one that includes highly skilled and diverse staff reflective of the Nation and is effectively and efficiently managed. Attainment of the Department's strategic goals will be facilitated by the cross-cutting efforts that are highlighted here.

Goal #1 Build a 21st Century Workforce

The DOI's vision for a 21st Century includes a highly skilled and engaged workforce that reflects the diversity of the Nation and ensures that the Department achieves its mission area goals. Success will be assessed through the Best Places to Work rating that is based on the Federal Employee Viewpoint Survey. This measure is strategic and comprehensive and is a nationally recognized measure of the quality and satisfaction of the workforce.

Our organization meets the needs of the Nation, with a significant number of employees and volunteers at the local level and a variety of models for service delivery that are unique to DOI's 10 bureaus and multiple offices. Over 70,000 employees, plus a cadre of seasonal employees, and over 300,000 volunteers perform a spectrum of duties that require highly skilled individuals in unique disciplines able to conduct specialized activities such as firefighting, inspection of oil and gas operations, management of wild horse and burros, migratory bird aerial surveys, wildlife disease necropsy, and others.

The DOI benefits from a workforce that is passionate about the mission, dedicated to public service, highly skilled, and knowledgeable. A workforce, reflective of the diversity of the Nation, is the Department's greatest asset. Differences in background, thought, education, and experience contribute to the varied perspectives in the workplace and create a synergy for higher performance and success in the achievement of DOI's mission goals. The DOI is challenged by factors which include an aging workforce, need for technology, requirement to transfer knowledge, and improving workforce management and planning. The Department is focused on improvement in these key areas through strengthening human capital processes and tools and strategies that can be utilized at all levels of the Agency to ensure the growth and sustainment of a 21st Century workforce. This includes knowledge of current and future workforce requirements, marketing and branding to attract skilled talent at all levels, and ensuring employees are proficient to perform their jobs and managers and employees have the tools and resources required to be successful in supporting the Department's mission.

Strategies for achieving this Goal are outlined in the Department's Human Capital Plan as well as in supporting documents at the Agency and bureau level.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Target
PHR	Improvement in the National Best Places to Work Rating (Partnership for Public Service), as compared to the 2012 baseline.	Index Score = 59	Index Score = 64

Goal #2 Sustainability of Interior's Operations

The DOI completed its fourth Strategic Sustainability Performance Plan in 2013, mapping out strategies to reduce its environmental footprint with a goal to integrate sustainable practices into day-to-day operations and more effectively utilize resources and protect the environment.

The DOI is complying with the requirements of *Executive Order 13514, Federal Leadership in Environmental, Energy, and Economic Performance* by aligning sustainability goals with mission goals and focusing on strategies to reduce greenhouse gas emissions, build and rehabilitate facilities based upon

sustainability principles, and reduce water consumption. The Department's Sustainability Council links the efforts of employees with those of senior management to modify policies and practices for best results such as cooperative efforts (e.g., inviting employees to submit their ideas for improving sustainable practices) that will foster an inclusive and transparent process to promote sustainability.

Offices Reporting	Supporting Performance Measures	2013 Actual	2018 Target
PEP/PAM	Reduction in direct and indirect GHG emissions from sources that are owned or controlled by DOI and from consumption of purchased electricity, heat or steam (i.e. 20% reduction in Scope 1 and 2 GHG emissions by 2020)*	-18.2%	-16%
PEP/PFM	Reduction in indirect GHG emissions from sources including transmission and distribution losses, business travel, employee commuting, contracted wastewater treatment and contracted solid waste disposal (i.e. 9% reduction in Scope 3 GHG emissions by 2020)	- 18.1%(E)	-20%

Goal #3 Dependability and Efficiency of Information Technology

Information technology is a key tool that supports the accomplishment of mission goals; technology can significantly advance the effectiveness and efficiency of programs and help employees to be more productive. Information technology can also help DOI to address increasingly complex challenges in managing a large and geographically dispersed organization. The DOI's vision is developing and providing the right mix of information technology products and services at a lower cost while delivering greater service to employees and customers.

The DOI is implementing a series of technology innovations and efficiencies to deliver improved services at a lower cost, including consolidation of infrastructure and shifting commodity technology services from in-house delivery mechanisms to capable external providers. These efforts will yield benefits in improved sustainability, reduced carbon footprint, and energy and efficiency savings.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Target
OCIO	Percentage of the 95 DOI committed data centers consolidated.	62% (59 consolidated / 95 data centers)	100%

Goal #4 Improve Acquisition and Real Property Management

The Department relies on the skills and services of the private sector for effective mission delivery, with approximately $4 billion expended annually for contracted goods and services. Over 50 percent of the Department's annual prime contract awards are made to small businesses. The mission goals of the Department are significantly advanced through effective management of contracts in a manner that reduces risk, and achieves desired results that cost less. Through a combination of innovative procurement methods, the Department is focused on the achievement of goals that will leverage purchasing power, promote efficient business practices, and focus on development and retention of a skilled acquisition workforce.

The Department of the Interior's real property portfolio includes approximately 43,000 buildings and 75,000 structures, valued at more than $240 billion, as well as nearly every type of asset found in a local community. Interior's assets are treasured for their cultural and historic significance; scenic, recreational, and environmental values; functional purposes like hydroelectric power and water management; and in

some cases the revenues they provide. The Department's asset management program focuses on appropriate stewardship, maintenance, and capital investment for these assets in support of mission goals.

Program achievements are tracked utilizing both industry standard performance metrics and through initiatives to promote cost savings and the effective operation and management of facilities, such as space consolidation and the disposal of excess assets.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Target
PAM	Percentage of actions processed through existing contract sources (includes Federal Supply Schedule, Government-wide Acquisition Contracts, Indefinite Delivery Vehicles, and Blanket Purchase Agreements).	44%	44%
PAM	Percentage of acquisitions for IT hardware and land mobile radios made through Department-wide strategic sourcing vehicles.	NEW	95%
PAM	Percent change from FY 2012 square footage baseline for buildings predominantly used as Offices and Warehouses	1.5% (E)	4.5%
PAM	Overall condition of buildings and structures, that are mission critical (based on the Asset Priority Index (API), as measured by the Facility Condition Index (FCI)	0.038	0.035

Goal #5 Promote Small and Disadvantaged Business

The DOI promotes small and disadvantaged businesses in the execution of $4 billion in annual contract awards, and awards over 50 percent of its prime contract awards to small businesses annually. . The DOI's program managers, acquisition specialists, and small business advocates promote the use of small businesses; conduct outreach with small businesses to inform them of upcoming contracting opportunities; and provide advice and counseling about the contracting process.

Office Reporting	Supporting Performance Measures	2013 Actual	2018 Target
PSD	Percentage of total prime contract awards made to small businesses.	53%	60%

ACRONYMS

BIA	Bureau of Indian Affairs
BIE	Bureau of Indian Education
BLM	Bureau of Land Management
BOEM	Bureau of Ocean Energy Management
BOR	Bureau of Reclamation
BSEE	Bureau of Safety and Environmental Enforcement
DOI	Department of the Interior
FWS	Fish and Wildlife Service
GPRA	Government Performance and Results Act
IA	Indian Affairs
LWCF	Land and Water Conservation Fund
NPS	National Park Service
OIA	Office of Insular Affairs
ONRR	Office of Natural Resources Revenue
OSMRE	Office of Surface Mining Reclamation and Enforcement
OST	Office of the Special Trustee for American Indians
PAM	Office of Acquisition and Property Management
PEP	Office of Environmental Policy and Compliance
PHR	Office of Human Resources
PIO	Office of the Chief Information Officer
PMB	Office of Policy, Management and Budget
PNH	Office of Native Hawaiian Relations
PSD	Office of Small and Disadvantaged Business Utilization
PWF	Office of Wildland Fire
USGS	U.S. Geological Survey

For further information, visit the Department of the Interior Web site at:

www.doi.gov/bpp

or contact

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RECLAMATION
Managing Water in the West

Prevention and Elimination of Harassing Conduct

Implementing Procedures

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1. Purpose

These procedures provide the Bureau of Reclamation's (Reclamation) implementing guidance for the Department of Interior's (Department) Personnel Bulletin No. 18-01 (policy) on providing a work environment free from harassment by (1) defining unacceptable conduct that violates the Department's policy; (2) outlining the rights and responsibilities of employees, supervisors, and managers; and (3) establishing Reclamation's reporting procedures and accountability measures. These procedures ensure that appropriate officials are notified of, and have the opportunity to promptly correct, harassing conduct that is, or has the potential to become, so severe or pervasive as to constitute a legal claim of harassment.

These procedures are not intended to, and do not, create any right or benefit, substantive or procedural, enforceable at law or equity by a party against the United States, its departments, agencies, instrumentalities or entities, its officers or employees, or any other person.

2. Effective Date

These procedures are effective April 30, 2018.

3. Authorities

A. Title VII of the Civil Rights Act of 1964 (Pub. L. 88-352) (Title VII), as amended
B. Title 42 of the United States Code, (U.S.C.) Section 2000e through 16
C. Title 29 U.S.C., Section 633a and 791(f)
D. Title 29 of the Code of Federal Regulations, Section 1604.11 and 1614
E. Title 5 U.S.C., Section 2302(b)(1) and (10)
F. Title 5 U.S.C., Chapter 75 and substantially similar authorities covering employees in alternate personnel systems
G. Executive Order 11478, as amended
H. 370 Departmental Manual 752
I. Secretary of the Interior Harassment Policy Statement, issued April 12, 2017
J. Department of Interior Personnel Bulletin No. 18-01, effective April 23, 2018

4. Coverage

These procedures apply to all employees within Reclamation and supersede any other policies or procedures that conflict with them. These procedures may not be further supplemented.

5. Policy

Reclamation is committed to providing a work environment free of discrimination and harassment based on race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, genetic information (including family medical history), status as a parent, marital status, or political affiliation, and free from illegal retaliation. Reclamation will not tolerate any offensive harassing behavior against any Reclamation employee, intern, volunteer, contractor or other non-Federal employee, visitor, or other member of the public. Reclamation will not tolerate adverse treatment of employees because they report harassing conduct or provide information related to such complaints. The purpose of the Department's policy and these procedures is to ensure that Reclamation takes immediate and appropriate corrective action, including appropriate disciplinary action, to eliminate harassing conduct regardless of whether the conduct rises to the level of a violation of law. Therefore, the goal of the Department's policy and these procedures is to address harassing conduct at the earliest possible stage, before it becomes "severe or pervasive," i.e., harassment within the meaning of anti-discrimination law.

A. Prohibited Harassing Conduct

The conduct prohibited by the Department's policy and these procedures includes, but is broader than, the legal definitions of harassment and sexual harassment. Harassing conduct prohibited by the Department's policy and these procedures is defined as unwelcome conduct, verbal or physical, including intimidation, ridicule, insult, comments, or physical conduct, that is based on an individual's protected status or protected activities under the Department's policy and these procedures, when:

1. the behavior can reasonably be considered to adversely affect the work environment; or
2. an employment decision affecting the employee is based upon the employee's acceptance or rejection of such conduct.

Protected status is defined as an individual's race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, genetic information (including family medical history), status as a parent, marital status, or political affiliation. Protected activities under the Department's policy and these procedures are defined in Section 5.B.

Although not every instance of inappropriate behavior may meet the legal definition of harassment, such behavior undermines morale and Reclamation's mission. Accordingly, the

misconduct prohibited by the Department's policy and these procedures is broader than the definition of illegal harassment under Title VII of the Civil Rights Act to ensure that appropriate officials are notified of, and can promptly correct, harassing conduct. Harassment becomes illegal when enduring the offensive conduct becomes a condition of continued employment or the conduct is sufficiently severe or pervasive as to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. All harassing conduct, as defined above, is a violation of the Department's policy and these procedures.

Employees are subject to disciplinary action, up to and including removal from Federal service, for engaging in harassing conduct while in the workplace or in any work-related situation, including while on official travel. Off-duty misconduct may subject the employee to potential discipline if the misconduct is likely to have an adverse effect on Reclamation (e.g., harassing a co-worker, visitor, contractor, or volunteer during off-duty hours). Harassing conduct can occur in person, in writing, or through phone calls, the use of social media, or other forms of technology.

B. Prohibited Retaliatory Conduct

It is a violation of the Department's policy and these procedures to retaliate against employees who engage in protected activity under these procedures. ***Protected activity*** includes reporting harassing, discriminatory, or retaliatory conduct; filing a claim of harassment; providing evidence in any investigation; or intervening to protect others who may have suffered harassing, discriminatory, or retaliatory conduct. A supervisor/manager may not fire, demote, harass, or otherwise take any personnel action against an individual for reporting an allegation of misconduct under these procedures.

It is important that supervisors/managers protect employees who report alleged harassing conduct, and do not take any retaliatory personnel action against these individuals in order to deter the employee from reporting harassing conduct or filing a complaint. A supervisor/manager found to have engaged in retaliation will be subject to disciplinary action. The following examples are a non-exhaustive list of actions that would be prohibited retaliation if they were taken because of, or were motivated by, an employee's protected activity: transferring the alleged victim or a witness against their will, ignoring or not communicating with the alleged victim or a witness, directing verbal or physical abuse towards the alleged victim or a witness, or not selecting the alleged victim or a witness for an employment opportunity.

Engaging in protected activity under these procedures does not shield an employee from all personnel actions. Supervisors/managers can take personnel actions, including discipline up to removal from Federal service, if they are motivated by *non-retaliatory and non-discriminatory* reasons that would otherwise result in such consequences (e.g., transferring an employee for legitimate business reasons or closely monitoring the performance of an employee on a Performance Improvement Plan).

C. Employee Reporting Expectations

Reclamation cannot correct harassing conduct if a supervisor, manager, or other Reclamation official is not aware of the issue. Any employee who has been subjected to harassing conduct ***is encouraged to*** inform the person(s) responsible for the conduct that it is unwelcome and offensive, and request that it cease. If the conduct continues, is severe, or if the employee is uncomfortable addressing the responsible person(s) about the conduct, the employee ***is encouraged to*** report the matter to:

- the supervisor of the employee engaging in the misconduct;
- another supervisor or manager;
- the servicing Human Resources (HR) Office; or
- the Office of the Inspector General (OIG).

Employees who know of or witness possible harassing conduct directed at others ***are expected to*** report the matter to any of the officials or offices listed above.

Reports made pursuant to these procedures do ***not*** replace, substitute, or otherwise satisfy the separate obligations of an Equal Employment Opportunity (EEO) complaint, negotiated or administrative grievance, or other complaint process. Unlike these procedures, other complaint procedures typically provide for remedial relief to the victims. See Sections 5.E. and 9 for more information about how an employee may pursue rights under one of these separate processes, in addition to reporting the misconduct under these procedures.

Engaging in additional processes and services available to support employees who have experienced harassing conduct, such as consulting with a union representative to get advice, engaging in alternative dispute resolution procedures, consulting an ombuds/CORE PLUS neutral[1], or contacting the employee assistance program, do ***not*** constitute a report under these procedures. See Section 10 for additional information.

D. Management Duty to Act

Supervisors/managers who observe or are informed of allegations of harassing conduct must comply with the following requirements:

1. report the conduct/allegations to the appropriate officials (see Section 7.C.), even if the employee raising the allegation requests confidentiality (see Section 8.A. for additional details);
2. ensure that a prompt, objective, and thorough investigation is conducted; and
3. take steps to ensure that the harassing conduct is appropriately addressed to deter further misconduct, including taking disciplinary action, if appropriate.

[1] Ombuds and other CORE PLUS neutrals are available to discuss any workplace-related concern, including those related to harassing or inappropriate conduct. Ombuds, in particular, work independently from management's chain of command, are impartial, and help with both individual and systemic issues.

The fact that a potential victim of harassing conduct will or has filed an EEO complaint or grievance alleging harassment ***does not*** relieve a supervisor/manager of their duty to act pursuant to these procedures. Therefore, it is possible that multiple inquiries into a given complaint may proceed in parallel.

Appropriate corrective action, disciplinary or otherwise, up to and including removal from Federal service, will be taken against any supervisor/manager who fails to perform their obligations as set forth in the Department's policy and these procedures, including any failure to report known violations of the Department's policy and these procedures.

E. Distinction from EEO and Other Remedial Procedures

The Department's policy and Reclamation's reporting procedures are separate and distinct from the EEO process, which focuses on making employees whole after they have experienced discrimination (including harassment) by issuing remedial relief, such as compensatory damages. These procedures do not replace an employee's EEO or other rights. Corrective action taken under these procedures does not provide the remedies available in the EEO process, administrative or negotiated grievance procedures, or any other processes. Reporting allegations of misconduct under these procedures ***does not*** satisfy the requirements for filing an EEO complaint, administrative or negotiated grievance, or other procedure, ***nor does it delay the time limits for initiating those procedures***. See Section 9 for additional information on remedial processes.

6. Responsibilities

A. Deputy Assistant Secretary for Human Capital and Diversity

The Deputy Assistant Secretary for Human Capital and Diversity, as the Department's Chief Human Capital Officer (CHCO), is responsible for:

1. Disseminating the Department's policy to all employees on an annual basis and periodically reminding employees of their responsibilities under that policy.
2. Ensuring that performance plans of all supervisors/managers include a critical element that would rate their performance on taking appropriate action against employees for misconduct.
3. Fulfilling the role of Bureau Human Capital Officer, as defined in Section 6.C., for the Office of the Secretary.
4. Providing periodic reports to the Deputy Secretary of the Interior or their designee on information received from the Bureau Human Capital Officers pursuant to Section 6.C.5. of the Department's policy on allegations of misconduct under that policy and Bureau implementing procedures and the necessary corrective action taken, if any.

B. Reclamation Commissioner

The Commissioner is responsible for:

1. Ensuring that supervisors/managers are appropriately rated on the critical element described in Section 6.A.2.
2. Ensuring that Reclamation is in full compliance with requirements the Department's policy and these procedures.
3. Monitoring the work environment following a report alleging a violation of the Department's policy and these procedures to ensure that there are no further violations or incidents of retaliation against any individual who has reported harassing conduct or participated in the investigation.

C. Reclamation's Human Capital Officer (HCO)

The Director, Policy and Administration, as the Reclamation HCO, is responsible for:

1. Developing and providing periodic communications to all Reclamation employees on these procedures and incorporating these procedures into Reclamation's supervisory training curriculum.
2. Resolving any disagreements between supervisors/managers and consulting staff from servicing HR Offices or the Office of the Solicitor regarding whether and what type of investigation is necessary.
3. Providing oversight, technical assistance, and support to Reclamation staff to ensure compliance with the Department's policy and these procedures or exercise discretion to assume responsibility for reports of harassing conduct Reclamation-wide.
4. Ensuring that these procedures are properly executed by monitoring investigations of reported or otherwise discovered harassing conduct; providing guidance concerning the information to be gathered and methods to be used during investigations; and otherwise ensuring that the investigations are swift, thorough, impartial, and appropriate to the allegation.
5. Reviewing, on a monthly basis, the information contained in the system used by servicing HR Offices to track harassing conduct allegations, as described in Section 8.B., and providing information to the Commissioner and the CHCO as requested.
6. Providing the record of actions taken under these procedures to any office handling a parallel statutory or grievance claim when requested and as referenced in Section 7.F.

D. Human Resources Policy and Programs Division (HRPPD)

HRPPD is responsible for:

1. Drafting and coordinating periodic communications on these procedures for HCO distribution to Reclamation employees and integrating these procedures into Reclamation-wide training for supervisors.

2. Liaising with servicing HR Offices and the HCO on inquiries concerning disagreements between supervisors/managers and consulting staff regarding investigations.
3. Assisting the HCO to track that these procedures are properly executed by monitoring investigations of reported or otherwise discovered harassing conduct; providing guidance concerning the information to be gathered and methods to be used during investigations; and otherwise monitoring that the investigations are swift, thorough, impartial, and appropriate to the allegations.
4. Collecting, on a monthly basis, information contained in the system used by servicing HR Offices to track harassing conduct allegations, as described in Section 8.B., for review at a standing monthly meeting with the HCO.
5. Providing advice and guidance to servicing HR Offices to ensure compliance with these procedures.
6. Creating and maintaining an online tool for gathering intake information as outlined at Appendix A.
7. Developing and assigning annual anti-harassment training for Reclamation employees in the learning management system.

E. Servicing HR Offices

Servicing HR Offices are responsible for:

1. Receiving reports alleging violations of the Department's policy and these procedures, as described in Section 7, notifying and assisting the relevant supervisors/managers in handling allegations of harassing conduct and taking corrective action as appropriate and necessary.
2. Tracking all reports made and actions taken pursuant to these procedures in line with the Department's Office of Human Resources case tracking procedures, and reporting on them to HRPPD.
    a. Servicing HR Offices receiving the report of alleged harassing conduct will list all new cases immediately after notifying the Harassment Duty Attorney as indicated in Sections 7.3.C.3 and 7.4.C.3.
    b. Case information logged ***within one business day*** following the report will, at a minimum, include: alleged victim's name and supervisors name, the alleged harasser(s) name and supervisors name, the alleged harasser's current duty status (detailed, teleworking, etc.).
3. Maintaining case files (similar to those for disciplinary/adverse actions) for all reports of alleged harassing conduct in accordance with Department and Reclamation records management guidelines.
4. Acknowledging receipt of the report of alleged harassing conduct to the reporting party ***within one business day*** of receiving, notifying the Harassment Duty Attorney of, and logging the report by providing the individual a copy of the information captured in the online intake tool.

5. For cases where supervisors/managers do not have access to the online intake tool, providing a hard copy of the required intake information and entering the hard copy information into the online intake tool upon receipt from the supervisor/manager. This does not negate the ***one business day*** reporting requirement.
6. Providing advice and guidance to supervisors/managers on steps they should take to ensure safety of employees, conducting further investigations into reports alleged harassing conduct, and adjudicating the results of those investigations, including the initiation of appropriate corrective measures, to ensure compliance with these procedures.
7. Incorporating these procedures into local new employee in-processing and orientation programs.
8. Referring disagreements on whether and what type of further inquiry should be undertaken to the HCO (through the Manager, HRPPD) for resolution.
9. Expeditiously initiating required documents to secure third-party support for investigations, acting as the point of contact for investigations undertaken by the supervisor/manager, Reclamation or other Department employee, or, in accordance with the Department's Investigator Guide to Conducting Administrative Investigations, serving as investigators of the report of alleged harassing conduct themselves.
10. Assisting supervisors/managers with identifying training appropriate for corrective action as indicated in Section 7.E.3.
11. Assisting the HCO with the collection and dissemination of the records of the action taken under these procedures to any office handling a parallel statutory or grievance claim, as reference in Section 7.F.

F. Office of the Solicitor (SOL)

The SOL is responsible for advising and assisting the relevant supervisors/managers and servicing HR Offices in handling allegations of harassing conduct and taking corrective action, as appropriate and necessary. Within SOL, the Employment and Labor Law Unit (ELLU) is the initial point of contact for issues related to harassing conduct, and is responsible for providing Harassment Duty Attorney coverage on weekdays, 8:00 a.m. – 7:00 p.m. Eastern time.

G. Supervisors/Managers

Supervisors/managers are responsible for:

1. Making every effort to provide a work environment free of illegal harassment.
2. Ensuring that their subordinates are aware of these procedures and the requirements outlined herein.
3. Acting promptly and effectively to stop harassing conduct of which they are aware, and hold employees who have engaged in harassing conduct accountable.
4. Receiving reports alleging violations of the Department's policy and these procedures, as

described in Section 7, documenting these reports using the online intake tool, and sending the verification email from the online tool to the servicing HR Office. For those without access to the online intake tool, contact the servicing HR office for assistance.

5. Directing or conducting further investigations into reports of alleged harassing conduct, which could be as simple as obtaining witness statements, and taking corrective action as appropriate and necessary.
6. Notifying appropriate officials, as outlined in Section 7.C., of reported or observed alleged harassing conduct under the Department's policy and these procedures and of their efforts to correct the conduct.
7. Appropriately evaluating and holding subordinate supervisors/managers accountable for their performance under the Department's policy and these procedures.
8. Protecting employees who report misconduct from retaliation.
9. Taking corrective action if it is determined that harassing conduct occurred.
10. Writing and routing the memoranda described in Sections 7.E.1.B and 7.E.2 to document actions taken to close the report of alleged harassing conduct.

H. All Employees

1. All Reclamation employees ***must***:

    a. Refrain from engaging in harassing conduct.

    b. Participate in any training required under these procedures.

    c. Cooperate fully in investigations.

    d. Certify they have read and understand these procedures.

    e. Certify their understanding that any requests for anonymity or confidentiality will be honored to the greatest extent possible, except as required by the Department's policy and these procedures, as described in Section 8.

2. All Reclamation employees ***are expected to***:

    a. Understand their rights and responsibilities under these procedures.

    b. Report harassing conduct of which they are aware or witness in the work environment, as described in Section 5.C. of these procedures.

3. All Reclamation employees who are victims of harassing conduct ***are encouraged to*** report the harassing conduct.

7. Management Response to Reports of Harassing Conduct

A. Documenting Reports of Alleged Harassing Conduct

A supervisor/manager or servicing HR Office who receives a report of, or otherwise becomes aware of, alleged harassing conduct, must ***within one business day***:

1. Document the allegation using the online intake tool.
2. Ensure the servicing HR Office receiving the report acknowledges receipt of the report to the reporting party.

B. Supervisor/Manager Immediate Actions

1. Determinations to be made: the supervisor/manager who receives a report of, or otherwise becomes aware of, alleged harassing conduct involving subordinates must promptly contact the servicing HR Office. In consultation with the servicing HR Office, the supervisor/manager must determine:

   a. The conduct at issue, whether it arguably could be considered harassing conduct, and whether it is potentially criminal in nature;

   b. Who may be involved; and

   c. Whether the reported activity poses a security risk and whether it is necessary to alert law enforcement (e.g., but not limited to, in instances where there is a threat of immediate physical harm).

   If the report is made outside of the regular business hours of the servicing HR Office (and the Harassment Duty Attorney is also unreachable), supervisors/managers should take action based on their best judgment to minimize any perceived risk of immediate harm and contact the servicing HR Office as soon as normal business hours resume.

2. Conflicts of Interest of Senior-Level Officials

   If the Commissioner, a Deputy Commissioner, a Senior Advisor to the Commissioner, or the Commissioner's Chief of Staff is implicated in the alleged harassing conduct, the CHCO will designate an appropriate management official to be responsible for making the preliminary determinations and directing any further investigation that is warranted.

3. Interim Measures to Ensure Alleged Harassing Conduct Does Not Continue

   Before directing a thorough investigation into the alleged harassing conduct, a supervisor/manager must take any necessary interim steps to ensure that the potentially harassing conduct does not continue. The interim measures taken will depend on the severity of the

conduct alleged. The two interim measures listed below are required in cases of serious misconduct, including, but not limited to, harassing conduct of a sexual nature, depending on the circumstances.

Before implementing either of the measures below, the supervisor/manager ***must*** consult with the servicing HR Office and the Harassment Duty Attorney of SOL/ELLU for advice and guidance. If the report is made outside of the regular business hours of the servicing HR Office (and the Harassment Duty Attorney is also unreachable), supervisors/managers should take action based on their best judgment to minimize any perceived risk of immediate harm and contact the servicing HR Office as soon as normal business hours resume.

a. Separation of the Alleged Harasser from the Alleged Victim

If the conduct is severe or pervasive, including, but not limited to, threatening behavior, touching, punching, or other egregious harassing behavior, the supervisor/manager should separate the alleged harasser from the alleged victim, at least until the matter otherwise can be resolved.

Supervisors/managers should ***not*** move the employee who reported or otherwise was the alleged victim of harassing conduct. If the alleged victim, without having been asked or prompted, specifically requests such a move or transfer, the supervisor/manager should inform the employee that they need not leave, and that instead the employee alleged to be responsible for the harassing conduct may be moved. Nonetheless, to the extent possible, supervisors/managers should honor the alleged victim's request. Appropriate steps to separate the alleged victim from the alleged harasser include, but are not limited to:

- moving alleged harasser to another office space, desk, or floor;
- placing alleged harasser on a temporary detail;
- assigning the alleged harasser to a telework status; or
- requesting approval to place the alleged harasser on administrative or investigative leave in accordance with Department and Reclamation guidelines.

b. Issuing No Contact Instructions

Another interim measure that a supervisor/manager may take to help ensure that harassing conduct stops immediately is to instruct the alleged harasser in writing to have no further contact or communications with the alleged victim. If necessary, communications required to conduct normal business can be accomplished through an intermediary, typically the supervisor/manager.

C. Notifying Appropriate Officials of Report

Management officials must notify the following parties ***within one business day***:

1. Supervisors/managers who become aware of alleged harassing conduct involving their

subordinates must notify their own supervisor or, if the conduct implicates the supervisor, notify the next supervisor/manager in their chain of command not implicated in the harassing conduct.

2. Supervisors/managers who become aware of alleged harassing conduct involving employees outside of their chain of command must:
   a. Notify the alleged harasser's supervisor and/or the servicing HR Office if the employee's supervisor is unknown; and
   b. Notify the alleged victim's supervisor or, if the conduct implicates the supervisor, notify the next supervisor/manager in the alleged victim's chain of command not implicated in the harassing conduct and/or notify the servicing HR Office if the employee's supervisor/manager is unknown.
   c. When the alleged harasser or alleged victim is not an employee of Reclamation or the Department, the supervisor/manager should consult with the servicing HR Office and Harassment Duty Attorney of the SOL/ELLU to determine whom to notify (e.g. the contractor officer's representative [COR] when a contractor is implicated).
3. Once the supervisor/manager has consulted with the servicing HR Office regarding a report of alleged harassing conduct, the HR Office receiving the report will:
   a. Notify the Harassment Duty Attorney of the SOL/ELLU at SOL-Antiharass@sol.doi.gov;
   b. If the alleged harasser is serviced by a different HR office, notify that servicing HR Office;
   c. Log the case into the tracking system as specified in Section 6.E.2.A. and 8.B.; and
   d. Acknowledge receipt of the report to the reporting party by providing that individual a copy of the information captured in the online intake tool.
4. When a report of alleged harassing conduct is made directly to the servicing HR Office, the HR Office receiving the report will:
   a. Notify the SOL/ELLU Harassment Duty Attorney at SOL-Antiharass@sol.doi.gov;
   b. Notify and assist the supervisor/manager of the alleged harasser with immediately making the determinations described in Section 7.B. and taking any other necessary and appropriate action;
   c. Log the case into the tracking system as specified in Section 6.E.2.A. and 8.B.; and
   d. Acknowledge receipt of the report to the reporting party by providing that individual a copy of the information captured in the online intake tool.

D. Conducting Further Investigation

1. Deciding Whether Further Investigation is Necessary:

   Within ***three business days*** of the receipt of the allegation, the supervisor/manager of the alleged harasser ***must*** consult with SOL and the servicing HR Office to determine whether and what type of further investigation is required (as described in Section 7.D.2.), or if the

preliminary inquiry is sufficient to determine whether corrective action is necessary. These decisions are fact-specific, and must be made on a case-by-case basis. Any disagreement between the responsible supervisor/manager and the consulting offices will be directed to the HCO (through the Manager, HRPPD).

If it is determined that an investigation is necessary, the servicing HR Office will ensure that the investigative process is initiated within ***two business days*** of the decision being made regarding the appropriate investigative entity (e.g., refer the case to the OIG, initiate the funding process and prepare a statement of work for a third-party investigator). The servicing HR Office will serve as the primary point of contact for logistics related to getting an internal or third-party investigator in place, as well as when the allegations have been referred for criminal investigation or to the OIG.

2. Deciding Who Will Conduct the Investigation

If it is determined that further investigation is necessary, the following general guidelines will apply for choosing the type of investigation:

a. OIG: Allegations of criminal activity, allegations implicating a member of the Senior Executive Service, or other senior or prominent management official, senior law enforcement official, or any OIG employee, and allegations tied to waste, fraud, or abuse of Reclamation funds/programs or violations of Federal ethics regulations must be referred to OIG, which has the right of first refusal in conducting the investigation;[2]

b. Reclamation Security, Safety and Law Enforcement (SSLE) Office Internal Affairs Unit: Allegations involving law enforcement and security personnel must be referred to the SSLE Internal Affairs Unit, contact information can be found at the following link: https://www.usbr.gov/ssle/iacomplaint.html;

c. Third-party investigator:[3] Allegations of harassing conduct of a sexual nature.

All other allegations under these procedures may be handled by a third-party investigator, employee relations specialist(s), supervisor/manager, or another employee trained to conduct investigations.[4] The supervisor/manager of the alleged harasser, in consultation with the servicing HR Office and SOL, will make the final decision about the investigation method based on the complexity and scope of the allegation(s) and the availability of qualified investigators.

3. Conducting the investigation

All investigations must be conducted swiftly, impartially, and in a manner appropriate to the

[2] OIG may also undertake any criminal, civil, or administrative investigations regarding allegations of any grade employee involved in a serious or notorious allegation or incident that may negatively impact the operations and efficiency of Reclamation.

[3] A third-party investigator can be a contract investigator, a DOI HR official from outside the servicing HR Office, or a management official outside of Reclamation or the Region chain of command.

[4] Reclamation employees undertaking investigations under this provision must provide proof of applicable training to the servicing HR Office employee who is the point of contact for the investigation prior to initiating any investigation.

allegation. All investigations handled by a supervisor/manager, servicing HR Office employee, another employee trained to conduct investigations, or third-party investigator ***must*** be conducted in accordance with the Department's Investigator Guide to Conducting Administrative Investigations.

E. Adjudicating the Results of the Harassing Conduct Investigation

1. If facts uncovered during the investigation demonstrate that misconduct occurred, the supervisor/manager ***must*** take correction action.
   a. To determine what corrective action is necessary, the supervisor/manager of the alleged harasser must consult with the servicing HR Office and SOL.
   b. If there is disagreement between the supervisor/manager and the consulting offices on what corrective action is appropriate, the supervisor's manager will make the decision. If that manager decides against any corrective action, they must write a memorandum detailing why no corrective action was taken. This memorandum must be approved by that manager's manager, be included in the case file maintained by the servicing HR Office, and routed to the HCO through the Manager, HRPPD
   c. The appropriate corrective action will depend on the severity and/or pervasiveness of the offense, the action that would be required to end such conduct, the offender's disciplinary/conduct history, and other surrounding circumstances. Corrective action may include counseling or any disciplinary action up to removal from Federal service, in accordance with 370 DM 752, Discipline and Adverse Actions.
2. If facts uncovered during the investigation demonstrate that the allegation should be closed with no finding of misconduct, the supervisor/manager, after consultation with the servicing HR Office and SOL, must write a memorandum detailing that determination.[5] This memorandum must be approved by the supervisor/manager's supervisor for inclusion in the case file maintained by the servicing HR Office.
3. Where evidence indicates that employees are not sure about what conduct is appropriate and permissible, appropriate training should be provided; however, this does not eliminate the employee's responsibility for their actions or satisfy the supervisor/manager's responsibility for taking the proper corrective action.
4. A supervisor/manager's failure to take appropriate disciplinary and/or corrective action will generally support a charge of negligent supervision and be an actionable charge. Appropriate corrective action, disciplinary or otherwise, up to and including removal from Federal service will be taken against any supervisor/manager who fails to perform their obligations as set forth in these procedures, including any unreasonable failure to report known violations of these procedures. In addition, managers will appropriately evaluate and hold subordinate

[5] Investigation reports do not make conclusions of fact; therefore, when the determination is made that no misconduct occurred or can be substantiated, this memorandum will make that conclusion and be used to close the servicing HR Office's record of the report.

supervisors/managers accountable for their performance under these procedures using the required supervisory critical element.

F. Responding to Reports of Alleged Harassment Raised in a Statutory, Administrative, or Negotiated Grievance Process

If an employee pursues a claim of harassment through the EEO process, an MSPB appeal, or a negotiated/administrative grievance, the Reclamation official who receives notice of such claim will promptly notify the supervisor/manager of the alleged harasser. That supervisor/manager has a duty to act promptly upon learning that harassing conduct has been alleged, must treat the notice as a report under these procedures, and must follow the steps outlined in this section, unless inconsistent with applicable regulatory or statutory requirements. It is possible that multiple inquiries into a given complaint may proceed in parallel.

8. Maintaining Confidentiality and Keeping Records

A. Maintaining Confidentiality

Supervisors/managers must take action to investigate all allegations of harassing conduct, even if the employee raising the allegation requests confidentiality. All reports of alleged harassing conduct and related information will be maintained on a confidential basis to the greatest extent possible. The identity of the employee alleging violations of these procedures will be kept confidential, except as necessary to conduct an appropriate investigation into the alleged violations, to take appropriate disciplinary or corrective action, to comply with the reporting requirements of these procedures, or when otherwise required by law.

Upon inquiry from the alleged victim, the supervisor/manager must notify the alleged victim about the completion of the process to the extent permitted under the Privacy Act. The alleged victim ***may not be*** provided the outcome of any disciplinary action against the alleged harasser and may not be provided a copy of the investigative report. The supervisor/manager must consult with servicing HR Office and SOL ***prior*** to providing any response to the alleged victim.

B. Tracking Allegations of Harassing Conduct

The servicing HR Office will be responsible for tracking the information related to the allegations of harassing conduct in separate case files, in accordance with established records management policies. The servicing HR Office must monitor and record the status of allegations, including final resolution, in the appropriate tracking system approved by the Department's Office of Human Resources. This information will help Reclamation monitor compliance with these procedures, understand trends related to harassing conduct, and ensure swift resolution of complaints.

9. Distinction from Statutory and Grievance Claims

The purpose of these procedures is to stop harassing conduct that has occurred and deter its occurrence in the future. However, corrective action under these procedures does not provide the remedies available in the EEO, grievance, or other processes, such as compensatory damages. Filing a report under these procedures does ***not*** satisfy the requirements for filing an EEO complaint, negotiated grievance, or other procedure and obtaining remedies pursuant to them, nor does it delay the time limits for initiating those procedures. Thus, an employee who chooses to pursue statutory, administrative, or collective bargaining remedies for unlawful harassment must select one of the available forums as follows:

A. **For an EEO Complaint Pursuant to 29 C.F.R. §1614** (available for all claims of illegal harassment other than those based on status as a parent, marital status and political affiliation): contact an EEO counselor in any of Reclamation's Equal Employment Opportunity/Civil Rights Offices within 45 calendar days from the most recent incident of alleged harassment (or personnel action, if one is involved), as required in 29 C.F.R. §1614.105(a)(1); or

B. **For a Negotiated Grievance Claim:** file a grievance in accordance with the provisions of the applicable Collective Bargaining Agreement; or

C. **For an Administrative Grievance Claim:** file a written grievance in accordance with the provisions of 370 DM 771, Administrative Grievance Procedures; or

D. **For an Appeal to the Office of Special Counsel (OSC):** regarding claims of harassment related to marital status and political affiliation, pursuant to 5 U.S.C. §2302(b)(1) and (b)(10), file a written appeal with the OSC as described in 5 C.F.R. §1800.1 and on www.osc.gov; or

E. **For an Appeal to the Merit Systems Protection Board (MSPB):** pursuant to 5 C.F.R. § 1201.22, file a written appeal with the Board within 30 days of the effective date of an appealable adverse action as defined in 5 C.F.R. §1201.3, or within 30 days of the date of receipt of the agency's decision, whichever is later.

10. Additional Resources

A. Consultation Options

Employees who have experienced harassing conduct have multiple resources available that can provide assistance and advice. Engaging with the following resources ***does not*** constitute a report under these procedures, as these entities do not have an obligation to inform management of allegations of harassing conduct:

- **Ombuds/CORE PLUS neutrals.** Office of Collaborative Action and Dispute Resolution (CADR) ombuds work independently from management's chain of command and are impartial. CORE PLUS neutrals are qualified, certified providers of conflict management and alternative dispute resolution services. Conversations with ombuds and other CORE PLUS neutrals are confidential and informal and provide managers and employees a safe place to explore options for addressing individual or organizational concerns. Ombuds and CORE PLUS neutrals are not obliged to report discussions (outside of imminent risk of harm). Information about CADR programs is available at https://www.doi.gov/pmb/cadr/;
- **Employee Assistance Program (EAP).** The Department's EAP is an employee benefit program that helps employees with personal and/or work-related problems that may impact their job performance, health, and mental and emotional well-being. Information about EAP services is available at https://www.doi.gov/pmb/hr/eap;
- **Victim Assistance Program.** The Department's Office of Law Enforcement and Security Victim Assistance Program provides general information about rights and services available for victims of crime; and
- **Union Representative.** Employees who are covered by a bargaining unit can consult with a union representative.

B. Additional Information

To learn more about the Department's anti-harassment resources and Reclamation-specific policies, visit www.doi.gov/employees/anti-harassment.

11. Inquiries

Any Reclamation employee or employee representative seeking further information concerning these procedures may contact their servicing HR Office. Servicing HR Offices may contact HRPPD for procedural questions or issues.

12. Distribution

These procedures will be distributed to all employees upon issuance, and annually thereafter. These procedures will also be distributed to all new Reclamation employees as part of their orientation materials. All employees will be required to certify their understanding of the procedures and the confidentiality limitations as described in Section 6.H. The Department's policy can be viewed by employees on the Equal Employment and Workplace Conduct website accessible at www.doi.gov/employees/anti-harassment, which also provides additional anti-harassment resources.

13. Appendix

Anti-Harassment Intake Information

The following intake document is a hardcopy version of the online intake tool. The hardcopy version can be used by any supervisor/manager or other Reclamation official receiving a harassing conduct complaint to record a report of harassing conduct when the online intake tool is unavailable. This form should be submitted to the servicing HR office upon completion.

RECLAMATION

Managing Water in the West

Anti-Harassment Intake Information

PRIVACY ACT STATEMENT: Maintenance and disclosure of the Anti-Harassment Intake form for the Bureau of Reclamation is made in accordance with the Privacy Act of 1974. Collection of the information on this form is authorized and/or required by 42 U.S.C. 2000d and 42 U.S.C. 2000e, et seq; 29 U.S.C. 791, et seq; 29 U.S.C. 794, et seq; 29 U.S.C. 621, et seq; Title IX of the Education Amendments of 1972 (Pub. L. 92-318); Section 403 of theTrans-Alaska Pipeline Authorization Act (Pub. L. 93-153.87 Stat. 576); the Americans with Disabilities Act of 1990 (Pub. L. 101-336); the Age Discrimination Act of 1975 (29 U.S.C. 621); the Architectural Barriers Act of 1968 (Pub. L. 90-480); the Civil Rights Restoration Act of 1987 (Pub. L. 100-259); the Civil Rights Act of 1991 (Pub. L. 102-166); the Health Insurance Portability and Accountability Act of 1196 (Pub. L.104-191); and Department of the Interior Regulations at 43 CFR Parts 17 and 41; Presidential Executive Orders 12898, 13160, 13166, 13152 and 13145; 373 DM 8, dated July 1, 2005, and 373 DM 7, dated December 1, 1998. All records, from which information is retrieved, by the name or personal identifier of a respondent, are maintained by a Department-wide Systems of Records: DOI-18, Civil Rights Complaints and Compliance Review Files. The information collected will be used by the Human Resources Office to determine whether your complaint is acceptable for investigation and in connection with any subsequent investigation and processing of your complaint. In the course of any investigation, this form may be shown to any individual who may be required by regulations, policies or procedures of the EEOC and/or Human Resources to provide information in connection with this complaint, including individuals you may have identified as responsible for the acts or events at issue in this complaint. Other disclosures may be: (a) to respond to a request form from a Member of Congress regarding the status of the complaint or appeal; (b) to respond to a court subpoena and/or to refer to a district court in connection with a civil suit; (c) to disclose information to authorized officials or personnel to adjudicate a complaint or appeal; or (d) to disclose information to another Federal agency or to a court or third party in litigation when the Government is party to a suit before the court. Providing the information is voluntary, however, not providing the information requested may result in the complaint being dismissed

Anti-Harassment Intake Information

This document can be used by any supervisor/manager or other Reclamation official to record a report of alleged harassing conduct. It can be used as a prompt during a conversation with an employee reporting alleged harassing conduct, or as a way to document the conversation after the fact.

* = Required

Organization - Bureau of Reclamation

1. **Please select your Region (choose one)** *

- ☐ Denver/Washington DC Offices
- ☐ Great Plains Region
- ☐ Lower Colorado Region
- ☐ Mid-Pacific Region
- ☐ Northwest Region
- ☐ Upper Colorado Region

Contact Information of Reclamation Official Taking the Report of Alleged Harassing Conduct

(Note: If you are the employee who witnessed or experienced harassing conduct, please enter your information here)

2. **Full Name** *

3. **Position Title** *

4. **Organization and Mail Code** *

5. **Email Address** *

6. **Date Information Reported** *

7. **Time Information Reported** *

Contact Information of Individual Reporting Alleged Harassing Conduct

8. **Full Name** *

9. **Position Title** *

10. **Organization and Mail Code** *

11. **Phone Number**

12. **Job Location (Office, Building, Room, etc.)**

13. **Was the harassing conduct directed at you or someone else?** *

- ◯ Individual reporting *Skip to question 15.*
- ◯ Someone else

14. **If the harassing conduct was directed at someone else, please specify the individual's full name, organization, and job location in the space below.**

Contact Information of Alleged Harasser(s)

(Note: If there are multiple alleged harassers, please provide this information for each, attaching additional sheets as necessary)

15. **Full Name** *

16. **Position Title**

17. **Organization and Mail Code**

18. **Phone Number**

19. **Job Location (Office, Building, Room, etc.)**

Harassing Conduct Incident Information

20. On what date(s) did the incidents/actions occur?

21. Please describe specifically the alleged harassing conduct currently at issue.

22. Was this an isolated event or a pattern of similar events or behaviors? *

- ◯ Isolated event *Skip to question 24.*
- ◯ Pattern of behaviors

23. If there has been a pattern of behaviors/events, please describe the pattern, including dates of previous incidents and whether you reported the previous incidents of harassing conduct by the same individual(s) to a supervisor or manager? If you reported previous incidents, please identify the individual(s) to whom you reported, the date(s) you reported the incidents, and the resolution(s), if any.

24. What was your reaction to the event(s) or behavior(s)?

25. Did you speak to the person who engaged in harassing conduct to ask them to cease?

- ◯ Yes
- ◯ No

26. What was their response?

27. How did this conduct or behavior affect you? How did it make you feel?

28. Can you identify other individuals with knowledge of the alleged conduct currently at issue or other actions/behaviors by the charged individual(s) in the past? (Include observations, what people heard, and who you told about the events in question.)

29. Are there any documents or physical evidence that may support the claim of alleged occurrences? If so, please identify them.

30. Do you feel that the alleged harasser(s) is a threat to your safety and well-being or that of others?

- ◯ Yes (Please contact your servicing HR Office immediately)
- ◯ No

31. If yes, how?

32. On which protected status do you believe the alleged harassing conduct was based?

Check all thatapply.

- ☐ Race
- ☐ Color
- ☐ Religion
- ☐ Sex (including pregnancy and gender identity)
- ☐ Sexual orientation
- ☐ National origin
- ☐ Age
- ☐ Disability
- ☐ Genetic information (including family medical history)
- ☐ Status as a parent
- ☐ Marital Status
- ☐ Political affiliation
- ☐ Protected activities (reprisal)
- ☐ I was a witness to the conduct and don't know (NOTE: The protected status will need to be determined during initial phase of investigation)
- ☐ None of the above (NOTE: Please provide a narrative description below)

33. Narrative description detailing the reporting party's thoughts as to why the alleged harasser engaged in the conduct at issue.

34. Is there is any other information related to the incident(s)/action(s) or any other information related to the incident that you would like to provide?

35. I acknowledge that I have an affirmative responsibility to provide the information contained in this form to the appropriate servicing HR Office Anti-Harassment email box and that until I do so, I have not formally reported this incident.

◯ I acknowledge

Please forward this information to the Anti-Harassment email box for your region to initiate the report with your servicing Human Resources Office:

DO-WO-Anti-Harass@usbr.gov
GP-Anti-Harass@usbr.gov
LC-Anti-Harass@usbr.gov
MP-Anti-Harass@usbr.gov
PN-Anti-Harass@usbr.gov
UC-Anti-Harass@usbr.gov

United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

MAR 2 3 2018

PERSONNEL BULLETIN NO: 18-01

SUBJECT: Prevention and Elimination of Harassing Conduct

1. Purpose. This Personnel Bulletin updates and amends the Department's policy on providing a work environment free from harassment by (1) defining unacceptable conduct that violates this policy; (2) outlining the rights and responsibilities of employees, supervisors, and managers; and (3) establishing reporting procedures and accountability measures. These procedures ensure that appropriate officials are notified of, and have the opportunity to promptly correct, harassing conduct that is, or has the potential to become, so severe or pervasive as to constitute a legal claim of harassment.

This policy is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or equity by a party against the United States, its departments, agencies, instrumentalities or entities, its officers or employees, or any other person.

2. Effective Date. This policy is effective April 23, 2018.

3. Authorities.

A. Title VII of the Civil Rights Act of 1964 (Pub. L. 88-352) (Title VII), as amended
B. Title 42 of the United States Code, Section 2000e through 16
C. Title 29 of the United States Code, Section 633a and 791(f)
D. Title 29 of the Code of Federal Regulations, Section 1604.11 and 1614
E. Title 5 of the United States Code, Section 2302(b)(1) and (10)
F. Title 5 of the United States Code, Chapter 75 and substantially similar authorities covering employees in alternate personnel systems
G. Executive Order 11478, as amended
H. 370 DM 752
I. Secretary of the Interior Harassment Policy Statement, issued April, 12, 2017

4. Coverage. This policy applies to all employees within all Bureaus and Offices of the Department and supersedes any other Departmental or Bureau/Office policies or procedures that conflict with this policy. Bureaus/Offices may issue implementing procedures consistent with this policy. Prior to implementation, all Bureau/Office implementing procedures must be reviewed and approved by the Director of the Department's Office of Human Resources.

5. Policy.

The Department is committed to providing a work environment free of discrimination and harassment based on race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, genetic information (including family medical

history), status as a parent, marital status, or political affiliation, and free from illegal retaliation. The Department will not tolerate offensive sexual or non-sexual harassing behavior against any Department employee, intern, volunteer, contractor or other non-Federal employee, visitor, or other member of the public. The Department also will not tolerate adverse treatment of employees because they report harassing conduct or provide information related to such complaints. The purpose of this policy is to ensure that the Department takes immediate and appropriate corrective action, including appropriate disciplinary action, to eliminate harassing conduct regardless of whether the conduct rises to the level of a violation of law. Therefore, the goal of this policy is to address harassing conduct at the earliest possible stage, before it becomes "severe or pervasive," i.e., harassment within the meaning of anti-discrimination law.

A. Prohibited Harassing Conduct. The conduct prohibited by this policy includes, but is broader than, the legal definitions of harassment and sexual harassment. Harassing conduct prohibited by this policy is defined as unwelcome conduct, verbal or physical, including intimidation, ridicule, insult, comments, or physical conduct, that is based on an individual's protected status or protected activities under this policy, when:

1. the behavior can reasonably be considered to adversely affect the work environment; or
2. an employment decision affecting the employee is based upon the employee's acceptance or rejection of such conduct.

Protected status is defined as an individual's race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, family medical history (including genetic information), status as a parent, marital status, or political affiliation. Protected activities under this policy are defined in Section 5.B.

Although not every instance of inappropriate behavior may meet the legal definition of harassment, such behavior undermines morale and the Department's mission. Accordingly, the misconduct prohibited by this policy is broader than the definition of illegal harassment under Title VII of the Civil Rights Act to ensure that appropriate officials are notified of, and can promptly correct, harassing conduct. Harassment becomes illegal when enduring the offensive conduct becomes a condition of continued employment or the conduct is sufficiently severe or pervasive as to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. All harassing conduct, as defined above, is a violation of this policy.

Employees are subject to disciplinary action, up to and including removal, for engaging in harassing conduct while in the workplace or in any work-related situation, including while on official travel. Off-duty misconduct may subject the employee to potential discipline if the misconduct is likely to have an adverse effect on the Department (e.g., harassing a co-worker, visitor, contractor, or volunteer during off-duty hours). Harassing conduct can occur in person, through phone calls or in writing, or through the use of social media, or other forms of technology.

B. Prohibited Retaliatory Conduct. It is a violation of this policy to retaliate against employees who engage in protected activity under this policy. Protected activity includes reporting harassing conduct, discrimination or retaliation; filing a claim of harassment; providing evidence in any investigation; or intervening to protect others who may have suffered harassing

conduct, discrimination or retaliation. A manager may not fire, demote, harass, or otherwise take any personnel action against an individual for reporting an allegation of misconduct under this policy.

It is important that supervisors and managers protect employees who report alleged misconduct, and do not take any retaliatory personnel action against these individuals in order to deter reporting harassing conduct or filing a complaint. A supervisor/manager found to have engaged in retaliation is subject to disciplinary action.

The following examples are a non-exhaustive list of actions that would be prohibited retaliation if they were taken because of, or were motivated by, an employee's protected activity: transferring the complainant or witness against his or her will, ignoring or not communicating with the complainant or witness, engaging in verbal or physical abuse, or non-selection for an employment opportunity.

Engaging in protected activity under this policy does not shield an employee from all personnel actions. Supervisors/managers can take personnel actions, including discipline and removal, if they are motivated by *non-retaliatory and non-discriminatory* reasons that would otherwise result in such consequences (e.g., transferring an employee for legitimate business reasons or closely monitoring the performance of an employee on a Performance Improvement Plan).

C. Employee Reporting Expectations. The Department cannot correct harassing conduct if a supervisor, manager, or other Department official is not aware of it. Any employee who has been subjected to harassing conduct is encouraged to inform the person(s) responsible for the conduct that it is unwelcome and offensive, and request that it cease. If the conduct continues, is severe, or if the employee is uncomfortable addressing the responsible person(s) about the conduct, the employee ***is encouraged to*** report the matter to:

- the supervisor of the employee engaging in the misconduct;
- another supervisor or other management official;
- the servicing Human Resources office; or
- the Office of the Inspector General (OIG).

Employees who know of or witness possible harassing conduct directed at others ***are expected to*** report the matter to any of the officials or offices listed above.

Reports made pursuant to this policy do ***not*** replace, substitute, or otherwise satisfy the separate obligations of an Equal Employment Opportunity (EEO) complaint, negotiated or administrative grievance, or other complaint process. Unlike this policy, other complaint procedures typically provide for remedial relief to the victims. See Section 9 for more information about how an employee may pursue rights under one of these separate processes, in addition to reporting the misconduct under this policy.

Engaging in additional processes and services available to support employees who have experienced harassing conduct, such as consulting with a union representative to get advice, engaging in alternative dispute resolution procedures, consulting an ombuds/CORE PLUS

neutral[1], or contacting the employee assistance program, do ***not*** constitute a report under this policy. See Section 10 for additional information.

D. Management Duty to Act. Supervisors/managers who observe or are informed of allegations of harassing conduct must comply with the following requirements:

a) report the conduct/allegations to the appropriate officials, even if the employee raising the allegation requests confidentiality (see Section 8.A. for additional details);

b) ensure that a prompt, objective, and thorough investigation is conducted; and

c) take steps to ensure that the harassing conduct is appropriately addressed to deter further misconduct, including taking disciplinary action, if appropriate.

The fact that a potential victim of harassing conduct will or has filed an EEO complaint or grievance alleging harassment ***does not*** relieve a supervisor/manager of his or her duty to act pursuant to this policy. Therefore, it is possible that multiple inquiries into a given complaint may proceed in parallel.

Appropriate corrective action, disciplinary or otherwise, up to and including removal, will be taken against any supervisor or other management official who fails to perform her or his obligations as set forth in this policy, including any failure to report known violations of this policy.

E. Distinction from EEO and Other Remedial Procedures. This policy and its reporting procedures are separate and distinct from the EEO process, which focuses on making employees whole after they have experienced discrimination (including harassment) by issuing remedial relief, such as compensatory damages. This policy does not replace an employee's EEO or other rights. Corrective action taken under this policy does not provide the remedies available in the EEO process, administrative or negotiated grievance procedures, or any other processes. Reporting allegations of misconduct under this policy ***does not*** satisfy the requirements for filing an EEO complaint, administrative or negotiated grievance, or other procedure, ***nor does it delay the time limits for initiating those procedures***. See Section 9 for additional information on remedial processes.

6. Responsibilities.

As noted in Section 4, Bureaus may issue implementing procedures to add additional responsibilities to each of the below roles and/or identify additional roles within their organizational structures in order to implement this policy.

[1] Ombuds and other CORE PLUS neutrals are available to discuss any workplace-related concern, including those related to harassing or inappropriate conduct. Ombuds, in particular, work independently from management's chain of command, are impartial, and help with both individual and systemic issues.

A. Deputy Assistant Secretary for Human Capital & Diversity

The Deputy Assistant Secretary for Human Capital & Diversity, as the Department's Chief Human Capital Officer (CHCO), is responsible for:

1. Disseminating this policy to all employees on an annual basis and periodically reminding employees of their responsibilities under this policy.
2. Ensuring that performance plans of all supervisors/managers include a critical element that would rate their performance on taking appropriate action against employees for misconduct.
3. Fulfilling the role of Bureau Human Capital Officer, as defined in Section 6.C., for the Office of the Secretary.
4. Providing periodic reports to the Deputy Secretary of the Interior or his/her designee on information received from the Bureau Human Capital Officers pursuant to Section 6.C.5 of this policy on allegations of misconduct under this policy and the necessary corrective action taken, if any.

B. Bureau Directors and Equivalent Office Heads

Bureau/Office Heads are responsible for:

1. Ensuring that supervisors/managers are appropriately rated on the critical element described in Section 6.A.2.
2. Ensuring that their organizations are in full compliance with requirements of this policy.
3. Monitoring the work environment following a report alleging a violation of this policy to ensure that there are no further violations or incidents of retaliation against any individual who has reported harassment or participated in the investigation.

C. Bureau and Equivalent Office Human Capital Officers (Bureau HCOs)

Bureau HCOs are responsible for:

1. Developing and providing periodic communications to all Bureau/Office employees on this policy and any Bureau/Office-specific requirements, and incorporating this policy into the Bureau/Office's supervisory training curriculum.
2. Resolving any disagreements involving investigations between management officials and consulting staff from servicing Human Resources Offices or the Office of the Solicitor regarding whether and what type of investigation is necessary.
3. Providing oversight, technical assistance, and support to Bureau/Office staff to ensure compliance with this policy.
4. Ensuring that the procedures in this policy are properly executed by monitoring inquiries and investigations of reported or otherwise discovered harassing conduct; providing guidance concerning the information to be gathered and methods to be used during

inquiries and investigations; and otherwise ensuring that the investigations are swift, thorough, impartial, and appropriate to the allegation.

5. Reviewing on a monthly basis the information contained in the system used by servicing Human Resources Offices to track harassing conduct allegations, as described in Section 8.B., and providing information to the Bureau/Office Director and the CHCO as requested.
6. Providing the record of actions taken under this policy to any office handling a parallel statutory or grievance claim, as referenced in Section 7.F.

D. Servicing Human Resources Offices (HROs)

Servicing HROs (normally the Employee Relations function in particular) are responsible for:

1. Receiving reports alleging violations of this policy and, as described in Section 7 of this policy, notifying and assisting the relevant management officials in handling allegations of harassing conduct and taking corrective action, as appropriate and necessary.
2. Tracking all reports made and actions taken pursuant to this policy in line with the Department's Office of Human Resources case tracking procedures, and reporting on them to the Bureau HCO.

E. Office of the Solicitor (SOL)

The Office of the Solicitor is responsible for advising and assisting the relevant management officials and servicing HROs in handling allegations of harassing conduct and taking corrective action, as appropriate and necessary. Within SOL, the Employment and Labor Law Unit (ELLU) is the initial point of contact for issues related to harassing conduct, and is responsible for providing Harassment Duty Attorney coverage on weekdays, 8:00 am – 7:00 pm Eastern time.

F. Supervisors and Management Officials

Supervisors and management officials must:

1. Make every effort to provide a work environment free of illegal harassment.
2. Ensure that their subordinates are aware of this policy and its requirements.
3. Act promptly and effectively to stop harassing conduct of which they are aware, and hold employees who have engaged in harassing conduct accountable.
4. Receive reports alleging violations of this policy and, as described in Section 7 of this policy, make or direct further inquiries into such reports and take corrective action, as appropriate and necessary.
5. Follow any additional procedures, handbooks, or guidelines issued by the Department or the Bureau/Office as related to this policy.

6. Notify appropriate officials in their chain of command of reported or observed conduct under this policy and of their efforts to correct the conduct.
7. Appropriately evaluate and hold accountable subordinate supervisors/managers of their performance under this policy.
8. Protect employees who report misconduct from retaliation.

G. All Employees

All Department employees ***must***:

1. Refrain from engaging in harassing conduct.
2. Participate in any training required under this policy.
3. Cooperate fully in any inquiry or investigation.

All Department employees ***are expected to***:

1. Understand their rights and responsibilities under this policy.
2. Report harassing conduct of which they are aware or witness in the work environment, as described in Section 5.C. of this policy.

All Department employees who are victims of harassing conduct ***are encouraged to*** report the harassing conduct.

7. Management Response to Reports of Harassing Conduct.

A. Documenting Report of Harassing Conduct. A supervisor, manager, or HR official who receives a report of, or otherwise becomes aware of, harassing conduct, must ***within one business day***:

1. Document the allegation in writing (see Appendix A, Sample Intake Form).
2. Acknowledge receipt of the report to the reporting party.

B. Supervisor/Manager Immediate Actions

1. Determinations to be made

   The supervisor/manager who receives a report of, or otherwise becomes aware of, harassing conduct involving subordinates must promptly contact the servicing HRO. In consultation with the servicing HRO, the supervisor/manager must determine:

   a. What conduct is at issue, whether it arguably could be considered harassing conduct, and whether it is potentially criminal in nature;

   b. Who may be involved; and

c. Whether the reported activity poses a security risk and whether it is necessary to alert law enforcement (e.g., in instances where there is a threat of immediate physical harm).

If the report is made outside of the regular business hours of the servicing HRO, supervisors/managers should take action based on their best judgment to minimize any perceived risk of immediate harm and contact the servicing HRO as soon as normal business hours resume.

2. Conflicts of interest of senior-level officials

If an Assistant Secretary, Deputy Assistant Secretary, Bureau or equivalent Office Head, or similar high ranking official is implicated in the potentially harassing conduct, the CHCO will designate an appropriate management official to be responsible for making the preliminary determinations and directing any further investigation that is warranted.

3. Interim measures to ensure harassing conduct does not continue

Before directing a thorough investigation into the allegations of misconduct, a supervisor/manager must take any necessary interim steps to ensure that the potentially harassing conduct does not continue. The interim measures taken will depend on the severity of the conduct alleged. The two interim measures listed below are required in cases of serious misconduct, including, but not limited to, harassing conduct of a sexual nature, depending on the circumstances.

Before implementing either of the measures below, the supervisor/manager must consult with the servicing HRO and the Harassment Duty Attorney of SOL/ELLU for advice and guidance. If the report is made outside of the regular business hours of the servicing HRO, supervisors/managers should take action based on their best judgment to minimize any perceived risk of immediate harm and contact the servicing HRO as soon as normal business hours resume.

a. Separation of the Allegedly Harassing Employee from the Alleged Victim

If the conduct is severe or pervasive, including, but not limited to, threatening behavior, touching, punching, or other egregious harassing behavior, the supervisor/manager should separate the employee alleged with harassing conduct from the alleged victim, at least until the matter otherwise can be resolved. Management should ***not*** move the employee who reported or otherwise was the alleged victim of harassing conduct. If the alleged victim, without having been asked or prompted, specifically requests such a move or transfer, management should inform the employee that she or he need not leave, and that instead the employee alleged to be responsible for the harassing conduct may be moved. Nonetheless, to the extent possible, management should honor the alleged victim's request. Appropriate steps to separate the alleged victim from the alleged harasser include, but are not limited to:

- assigning the alleged harasser to a telework status or a temporary detail;
- moving him or her to another office space, desk or floor; or

- requesting approval to place him or her on administrative or investigative leave.

b. Issuing No Contact Instructions

Another interim measure that a supervisor/manager may take to help ensure that harassing conduct stops is to instruct the allegedly harassing employee to have no further contact or communications with the alleged victim.

C. Notifying Appropriate Officials of Report. In implementing this policy, Bureaus may identify additional roles or change which of the below roles accomplish the notifications required in this section.

Management officials must notify the following parties ***within one business day***:

1. Supervisors/managers who become aware of harassing conduct involving their subordinates must notify their own first-line supervisor or, if the conduct implicates the first-line supervisor, notify the second-line supervisor.
2. Supervisors/managers who become aware of harassing conduct involving employees outside of their chain of command must:
   a. Notify the allegedly harassing employee's supervisor; and
   b. Notify the alleged victim's supervisor, or, if the conduct implicates the supervisor or another manager, the Bureau HCO.
3. When a supervisor/manager has consulted with the servicing HRO regarding a report of alleged harassing conduct, the HR officer or assigned Employee Relations supervisor/specialist will:
   a. Notify the Harassment Duty Attorney of the SOL/ELLU at SOL-Antiharass@sol.doi.gov; and
   b. If applicable, notify the servicing HRO of the allegedly harassing employee.
4. When a report of alleged harassing conduct is made directly to the servicing HRO, the HR officer or assigned Employee Relations supervisor/specialist will:
   a. Notify the SOL/ELLU Harassment Duty Attorney at SOL-Antiharass@sol.doi.gov; and
   b. Notify and assist the next appropriate level of management above the allegedly harassing employee implicated in the report with immediately making the determinations described in Section 7.B. and taking any other necessary and appropriate action.

D. Conducting Further Investigation

1. Deciding whether further investigation is necessary

Within ***three business days*** of the receipt of the allegation, the supervisor/manager of the allegedly harassing employee, or other designated management official, must consult with SOL and the servicing HRO to determine whether and what type of further investigation is required (as described in Section 7.D.2), or if the preliminary inquiry is sufficient to determine whether corrective action is necessary. These decisions are fact-specific, and must be made on a case-by-case basis. Any disagreement between the responsible management official and the consulting offices will be directed to the Bureau HCO.

If it is determined that an investigation is necessary, the servicing HRO specialist will ensure that the investigative process is initiated within ***two business days*** of the decision being made regarding the appropriate investigative entity (e.g., refer the case to the OIG, initiate the funding process and prepare a statement of work for a third-party investigator). The servicing HRO specialist will serve as the primary point of contact for logistics related to getting an internal or third-party investigator in place, as well as when the allegations have been referred for criminal investigation or to the OIG.

2. Deciding who will conduct the investigation

   If it is determined that further investigation is necessary, the following general guidelines will apply for choosing the type of investigation:

   a. OIG: Allegations of criminal activity, allegations implicating a member of the Senior Executive Service, or other senior or prominent management official, senior law enforcement official, or any OIG employee, and allegations tied to waste, fraud, or abuse of Department funds/programs or violations of Federal ethics regulations must be referred to OIG, which has the right of first refusal in conducting the investigation;[2]

   b. Bureau law enforcement internal affairs unit: Allegations involving law enforcement personnel of a Bureau's law enforcement entity must be referred to the entity's Office of Professional Responsibility or equivalent internal affairs unit;

   c. Third-party investigator[3]: Allegations of harassing conduct of a sexual nature.

   All other allegations under this policy may be handled by a third-party investigator, employee relations specialist(s), supervisor/manager, or another employee trained to conduct investigations. The supervisor/manager of the allegedly harassing employee, or other designated management official, in consultation with the servicing HRO and SOL, will make the final decision about the investigation method based on the complexity and scope of the allegation(s) and the availability of qualified investigators.

[2] OIG may also undertake any criminal, civil or administrative investigations regarding allegations of any grade employee involved in a serious or notorious allegation or incident that may negatively impact the operations and efficiency of the Department.

[3] A third-party investigator can be a contract investigator, a DOI HR official from outside the servicing HRO, or a management official outside the Bureau/Office/Region chain of command.

3. Conducting the investigation

   All investigations must be conducted swiftly, impartially, and in a manner appropriate to the allegation. All investigations handled by a Department supervisor/manager, servicing HRO, or third-party investigator must be conducted in accordance with the Department's Investigator Guide to Conducting Administrative Investigations.

E. Taking Corrective Action. If it is determined that misconduct occurred, corrective action is necessary.

1. To determine whether corrective action is necessary, the supervisor/manager of the employee alleged to have engaged in harassing conduct must consult with the servicing HRO and SOL to determine whether any disciplinary or other corrective action would be appropriate or if the allegation should be closed with no finding of misconduct.
2. If the decision is made that the allegation should be closed with no finding of misconduct, the supervisor/manager must write a memorandum detailing why no corrective action was warranted. This memorandum must be approved by the next higher level manager and be included in the case file maintained by the servicing HRO.
3. If facts uncovered during the investigation or inquiry demonstrate that misconduct occurred, the supervisor/manager ***must*** propose disciplinary or corrective action. If there is disagreement between the supervisor/manager and the consulting offices on whether corrective action is appropriate, the next higher level of management will make the decision.
4. The appropriate corrective action will depend on the severity and/or pervasiveness of the offense, the action that would be required to end such conduct, the offender's disciplinary/conduct history, and other surrounding circumstances. Corrective action may include counseling or any disciplinary action applicable to instances of misconduct, such as reprimand, suspension, demotion, or termination, in accordance with 370 DM 752, Discipline and Adverse Actions. Where evidence indicates that employees are not sure about what conduct is appropriate and permissible, appropriate training should be provided.
5. A supervisor/manager's failure to take appropriate disciplinary and/or corrective action will generally support a charge of negligent supervision and be an actionable charge. Appropriate corrective action, disciplinary or otherwise, up to and including removal will be taken against any supervisor or other management official who fails to perform her/his obligations as set forth in this policy, including any unreasonable failure to report known violations of this policy. In addition, managers will appropriately evaluate and hold accountable subordinate supervisors/managers for their performance under this policy using the required supervisory critical element.

F. Responding to Reports of Harassing Conduct Raised in a Statutory, Administrative, or Negotiated Grievance Process

If an employee pursues a claim of harassment through the EEO process, an MSPB appeal, or a negotiated/administrative grievance, the Department official who receives notice of such claim will promptly notify the appropriate responsible management official. The management official

has a duty to act promptly upon learning that harassing conduct has been alleged, must treat the notice as a report under this policy, and must follow the steps outlined in this section, unless inconsistent with applicable regulatory or statutory requirements. It is possible that multiple inquiries into a given complaint may proceed in parallel.

8. Maintaining Confidentiality and Keeping Records.

A. Maintaining Confidentiality. Supervisors/managers must take action to investigate all allegations of harassing conduct, even if the employee raising the allegation requests confidentiality. All reports of harassing conduct and related information will be maintained on a confidential basis to the greatest extent possible. The identity of the employee alleging violations of this policy will be kept confidential, except as necessary to conduct an appropriate investigation into the alleged violations, to take appropriate disciplinary or corrective action, to comply with the reporting requirements of this policy, or when otherwise required by law.

Upon inquiry from the alleged victim, the supervisor/manager must notify the alleged victim of the harassing conduct about the completion of the process to the extent permitted under the Privacy Act. The alleged victim may not be provided the outcome of any disciplinary action against the allegedly harassing employee and may not be provided a copy of the fact-finding report. The supervisor/manager must consult with servicing HRO specialist and SOL about this notification.

B. Tracking Allegations of Harassing Conduct. The servicing HRO will be responsible for tracking the information related to the allegations of harassing conduct in separate case files, in accordance with established records management policies. The servicing HRO must monitor and record the status of allegations, including final resolution, in the appropriate tracking system approved by the Department's Office of Human Resources. This information will help the Department monitor compliance with this policy, understand trends related to harassing conduct, and ensure swift resolution of complaints.

9. Distinction from Statutory and Grievance Claims.

The purpose of this policy is to stop harassing conduct that has occurred and deter its occurrence in the future. However, corrective action under this policy does not provide the remedies available in the EEO, grievance, or other processes, such as compensatory damages. Filing a report under this policy does ***not*** satisfy the requirements for filing an EEO complaint, negotiated grievance, or other procedure and obtaining remedies pursuant to them, nor does it delay the time limits for initiating those procedures. Thus, an employee who chooses to pursue statutory, administrative, or collective bargaining remedies for unlawful harassment must select one of the available forums as follows:

A. For an EEO complaint pursuant to 29 C.F.R. §1614 (available for all claims of illegal harassment other than those based on status as a parent, marital status and political affiliation), contact an EEO counselor in the Bureau's or Office's Equal Employment Opportunity/Civil Rights Office within 45 calendar days from the most recent incident of alleged harassment (or personnel action, if one is involved), as required in 29 C.F.R. §1614.105(a)(1); or

B. For a negotiated grievance claim, file a grievance in accordance with the provisions of the applicable Collective Bargaining Agreement; or

C. For an administrative grievance claim, file a written grievance in accordance with the provisions of 370 DM 771, Administrative Grievance Procedures; or

D. For an appeal to the Office of Special Counsel (OSC) regarding claims of harassment related to marital status and political affiliation, pursuant to 5 U.S.C. §2302(b)(1) and (b)(10), file a written appeal with the OSC as described in 5 C.F.R. §1800.1 and on www.osc.gov; or

E. For an appeal to the MSPB pursuant to 5 C.F.R. § 1201.22, file a written appeal with the Board within 30 days of the effective date of an appealable adverse action as defined in 5 C.F.R. §1201.3, or within 30 days of the date of receipt of the agency's decision, whichever is later.

10. Additional Resources.

A. Consultation Options. Employees who have experienced harassing conduct have multiple resources available that can provide assistance and advice. Engaging with the following resources ***does not*** constitute a report under this policy, as these entities do not have an obligation to inform management of allegations of harassing conduct:

- **Ombuds/CORE PLUS neutrals.** Office of Collaborative Action and Dispute Resolution (CADR) ombuds work independently from management's chain of command and are impartial. CORE PLUS neutrals are qualified, certified providers of conflict management and alternative dispute resolution services. Conversations with ombuds and other CORE PLUS neutrals are confidential and informal and provide managers and employees a safe place to explore options for addressing individual or organizational concerns. Ombuds and CORE PLUS neutrals are not obliged to report discussions (outside of imminent risk of harm). Information about CADR programs is available at https://www.doi.gov/pmb/cadr/;
- **Employee Assistance Program (EAP).** The DOI EAP is an employee benefit program that helps employees with personal and/or work-related problems that may impact their job performance, health, and mental and emotional well-being. Information about EAP services is available at https://www.doi.gov/pmb/hr/eap;
- **Victim Assistance Program.** The DOI Office of Law Enforcement and Security or Bureau law enforcement office's Victim Assistance Program provides general information about rights and services available for victims of crime; and
- **Union Representative.** Employees who are covered by a bargaining unit can consult with a union representative.

B. Additional Information. To learn more about the Department's anti-harassment resources and Bureau-specific policies, visit www.doi.gov/employees/anti-harassment.

11. Inquiries.

Any Department employee or employee representative seeking further information concerning this policy may contact the appropriate Bureau HCO. Servicing HROs may contact the

Department's Office of Human Resources, Workforce Relations Division concerning questions related to this policy.

12. Distribution.

This policy will be distributed to all employees upon issuance, and annually thereafter. It will also be distributed to all employees new to the Department as part of their orientation materials. This policy also will be made available to employees on the Equal Employment and Workplace Conduct website accessible at www.doi.gov/employees/anti-harassment, which also provides additional anti-harassment resources.

Edward T. Keable
Acting Deputy Assistant Secretary
Human Capital and Diversity
Chief Human Capital Officer

Appendix A: Sample Harassing Conduct Allegation Intake Form

This sample intake form can be used by any management official to record a report of harassing conduct. It can be used as a prompt during a conversation with an employee reporting harassing conduct, or as a way to document the conversation after the fact. Gathering as much information as possible immediately from the individual reporting the alleged harassing conduct will aid management in swiftly determining the best course of action. Bureaus/Offices may wish to develop and issue their own versions of this form.

Management Official Taking the Report

Name: _____ Title: _____

Organization: _____

Date Information Reported: _____ Time: _____

Individual Reporting Harassing Conduct

Name: _____ Title: _____

Organization: _____

Phone: _____ Job location: _____

Individuals Allegedly Engaging in Harassing Conduct (if known)

1. Name: _____ Title: _____

Organization: _____

Phone: _____ Job location: _____

2. Name: _____ Title: _____

Organization: _____

Phone: _____ Job location: _____

3. Name: _____ Title: _____

Organization: _____

Phone: _____ Job location: _____

Questions to Ask the Individual Reporting the Harassing Conduct

1. Date(s) of alleged incident(s)/action(s):

2. Please describe specifically the alleged harassing conduct, including the protected status on which you believe it was based [i.e., race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, family medical history (including genetic information), status as a parent, marital status, or political affiliation]:

3. Was this an isolated event or a pattern of similar events or behaviors?

4. Was the harassing conduct directed at you or someone else? If someone else, to whom was it directed?

5. What was your reaction?

6. How did this conduct or behavior affect you? How did it make you feel?

7. Did you speak to the person who engaged in harassing conduct to ask them to cease? If so, what was their response?

8. Can you identify other individuals with knowledge of the alleged conduct at issue or other actions/behaviors by the charged individual(s) in the past? (Include observations, what people heard, and who you told about the events in question.)

9. Are there any documents or physical evidence that may support the claim of alleged occurrences? If so, please identify them.

10. Do you feel that the alleged harasser(s) is a threat to your safety and well-being or that of others? If so, how?

11. Have you previously complained about this or related acts of harassing conduct by the same individual(s) to a supervisor or manager? If so, please identify the individual(s) to whom you complained, the date(s) of the complaint(s), and the resolution(s), if any.

12. Is there is any other information related to the incident(s)/action(s) or any other information related to the inquiry that you would like to provide?

Reclamation Manual

Directives and Standards

Subject: Reasonable Accommodation for Persons with Disabilities

Purpose: Provides a description of the Bureau of Reclamation's (Reclamation) policy regarding reasonable accommodations for persons with disabilities by establishing requirements and instructions for responding to requests from employees or applicants. The Department of the Interior (Department), Bureau of Reclamation will make reasonable accommodations for the known physical or mental limitations of qualified disabled employees or applicants, unless the accommodation would impose an undue hardship on the operation of the program. Overall resources of the Department will be taken into consideration.

Authority: Section 501 of the Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act of 1990 (as it pertains to employment); 29 Code of Federal Regulations (CFR) Part 1630 (Regulations to Implement the Equal Employment Provisions of the American with Disabilities Act); the Equal Employment Opportunity Commission (EEOC) Management Directives 712 and 713 (Affirmative Action for Hiring, Placement and Advancement of Individuals with Disabilities); the U.S. EEOC Regulations at 29 CFR Part 1614.203 (Federal Sector Equal Employment Opportunity); and Executive Order 13164, dated July 26, 2000. This directive also supports the President's New Freedom Initiative, dated February 1, 2001.

Contact: Diversity and Equal Opportunity Division, D-7300

1. **Applicability.** This directive applies only to qualified employees and applicants who have a permanent disability as defined under *Definitions*, below.

2. **Definitions.**

   A. **Disabled Person** is one who has a physical or mental impairment which substantially limits one or more major life activities, and has a record of such an impairment, or is regarded as having such an impairment.

   B. **Decision Maker** means supervisor or manager and/or designated staff in the chain of command.

   C. **Essential Functions** include those job duties that are so fundamental to the position that the individual holds or desires, that he or she cannot do the job without performing them. A function can be "essential" if among other things:

      (1) The position exists specifically to perform that function.

      (2) There are a limited number of other employees who could perform the function.

(3) The function is specialized and the individual is hired based on his or her ability to perform it.

Determination of the essential functions of a position must be done on a case-by-case basis so that it reflects the job as it is actually performed and not simply the components of a generic position description.

D. **Extenuating Circumstances** are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. Examples of extenuating circumstances are an outstanding initial or follow-up request for medical information, or the medical information is being evaluated; the purchase of equipment that may take longer than 10 business days because of Federal Acquisitions Regulations.

E. **Major Life Activities** are those basic activities that the average person in the general population can perform with little or no difficulty. Major life activities include caring for self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working. This list is not exhaustive.

F. **Medical Documentation or Documentation of Medical Conditions** is a statement from a licensed physician or other appropriate practitioner, which provides information Reclamation considers necessary to enable Reclamation to make an employment decision. To be acceptable, the diagnosis or clinical impression must be justified according to established diagnostic criteria, and the conclusions or recommendations must be consistent with generally accepted professional standards.

(1) Reclamation may not request medical documentation in support of every accommodation request. For example, Elizabeth, whose left leg is amputated, makes a verbal request that her office be moved closer to the ladies restroom because of the fatigue and pain caused by using crutches. The request should be approved, unless the accommodation would create an undue hardship on the operation of the program. Elizabeth may be asked to submit a written request at a later date for Reclamation records, but medical documentation in support of the request is not required.

(2) Where the disability is not obvious or already known, Reclamation may ask for reasonable accommodation disability documentation.

(3) Where the disability is not obvious or already known, it is the responsibility of the individual with the disability requesting the reasonable accommodation to provide appropriate medical information related to the disability.

(4) Reclamation reserves the right to request relevant supplemental medical documentation if the information submitted: (a) does not clearly explain the nature of the disability, (b) the need for the reasonable accommodation, (c) does not otherwise clarify how the requested accommodation will assist the employee to perform the essential functions of the job, (d) will assist the employee to enjoy the benefits and privileges of the workplace, or (e) in the case of an applicant, assist him or her with the application process.

(5) Reclamation reserves the right to have medical documentation in order to evaluate and support a request for reasonable accommodation, as submitted by the individual with a disability, and have the medical documentation reviewed by a medical expert of Reclamation's choice at Reclamation's expense.

(6) If medical documentation is deemed insufficient, Reclamation reserves the right to request, on a case-by-case basis, that an individual with a disability requesting a reasonable accommodation undergo a medical examination by a physician of Reclamation's choice at Reclamation's expense.

(7) Where the medical documentation as submitted by the individual with a disability is insufficient, the decision making official will explain to the individual in writing, why the documentation is insufficient, and identify the information required to support the reasonable accommodation request.

(8) Where failure to provide necessary medical documentation when it has properly been requested, the decision making official must explain to the individual with a disability, that this could result in denial of reasonable accommodation.

G. **Physical or Mental Impairment** means:

(1) Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, cardiovascular, reproductive, digestive, respiratory, genitourinary, hemic and lymphatic, skin, and endocrine, or

(2) Any mental or psychological disorder such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

H. **Qualified Disabled Person** is one who, with or without a reasonable accommodation in an employment setting, can perform the essential functions of the position in question without endangering the health or safety of the individual and others; and who, depending on the appointing authority being used:

(1) Meets the experience or education requirements of the position, or

(2) Meets the criteria for appointment under one of the special appointing authorities for hiring disabled persons.

I. **Reasonable Accommodation** is an adjustment or alteration that enables a person with a disability to apply for a job, perform job duties, or enjoy equal benefits and privileges of employment.

J. **Request for Accommodation** is a verbal or written statement that an individual with a disability, a family member, health professional, or other representative acting on behalf of the individual with a disability, submits to Reclamation. The request states that the individual with a disability needs an adjustment or change at work, or in the application process, for reasons related to a medical condition.

(1) Reclamation reserves the right to petition additional information from the requesting party. Precise words such as "reasonable accommodation" need not specifically be used by the requesting party before a request for reasonable accommodation is accepted for processing.

(2) Reclamation does not have to wait until after a written request is received from a requesting party before processing an oral request for reasonable accommodation.

(3) An employee will not be required to re-submit a request for reasonable accommodation if there is an ongoing need, such as for a sign language interpreter.

K. **Reassignment** is a form of reasonable accommodation that, absent undue hardship, is provided to employees (not job applicants) who, because of a disability, can no longer perform the essential functions of their job. See *Examples of Reasonable Accommodation* under paragraph 6, page11 for further guidance on reassignment.

L. **Regarded as Having Such an Impairment** is defined in three different ways which an individual may satisfy the definition of "being regarded as having a disability."

(1) The individual may have an impairment which is not substantially limiting but is perceived by the employer as constituting a substantially limiting impairment.

(2) The individual may have an impairment which is only substantially limiting because of the attitudes of others toward the impairment.

(3) The individual may have no impairment at all but is regarded by the employer as having a substantially limiting impairment.

M. **Record of Such an Impairment** means that the employee or applicant has a history of, or has been classified (or misclassified) as having a mental or physical disability that substantially limits one or more major life activities.

N. **Targeted Disabilities** are disabilities that involve deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, or distorted limb/spine.

O. **Undue Hardship** means that a specific type of reasonable accommodation causes significant difficulty or expense to accomplish. The concept of undue hardship is not limited to financial difficulty. The undue hardship refers to any accommodation that would be unduly costly, extensive, substantial or disruptive, or that would fundamentally alter the nature or operation of Reclamation. Reclamation is not required to provide this type of accommodation. A determination of undue hardship is always made on a case-by-case basis, considering factors that include the nature and cost of the reasonable accommodation needed, and the impact of the reasonable accommodation on the operation of Reclamation. Overall resources of the Department will be taken into consideration when making a determination of undue hardship. The *Factors to Determine Undue Hardship* are explained in paragraph 8, page 13.

3. **Responsibilities.**

A. The **Deputy Assistant Secretary for Human Resources and Workforce Diversity** is responsible for setting Department policy on reasonable accommodation (that is, ensuring that reasonable accommodation is made for qualified employees or applicants with a disability in accordance with applicable laws, regulations, and applicable bargaining unit agreements). Policy guidance is provided to the Department of the Interior by the U. S. Equal Employment Opportunity Commission (EEOC).

B. The **Director for Equal Opportunity (OEO)** is responsible for establishing procedures to facilitate the provision of reasonable accommodation to qualified employees or applicants with disabilities.

C. The **Commissioner**, Bureau of Reclamation, is responsible for ensuring policy and procedures on reasonable accommodations are in place in accordance with applicable laws, regulations, Department policy, and applicable bargaining unit agreements.

D. Reclamation's **Equal Employment Officer** is responsible for:

(1) Providing Reclamation-specific policies and procedures on reasonable accommodation;

(2) Disseminating policy guidance to Reclamation supervisors and managers who make reasonable accommodations to qualified disabled employees or applicants;

(3) Providing expert advice to Reclamation supervisors and managers in the interpretation of reasonable accommodation policy, procedures, and regulations; and

(4) Monitoring and reporting Reclamation's reasonable accommodation data to the Department's OEO and to the EEOC.

E. Reclamation's **Equal Employment Manager** is responsible for:

(1) Providing technical assistance and guidance to supervisors, managers, employees, applicants, and to the Regional Equal Employment Opportunity (EEO) Managers on implementing Reclamation's reasonable accommodation policy, and directives and standards.

(2) Providing consultation services to supervisors, managers, employees, and to the Regional EEO Managers on determinations of reasonable accommodation requests.

(3) Collecting, preparing, and reporting Reclamation's reasonable accommodation data to Reclamation's Equal Opportunity Officer for dissemination to the Department's OEO and to the EEOC.

F. **Supervisors and Managers** will serve as the decision makers on requests for reasonable accommodation. They are responsible for taking the appropriate action on workplace accommodations, assignments, and other activities that will benefit the disabled employee and applicant. These determinations will be made in consultation with appropriate management officials such as Facilities Manager, Property and Office Services Manager, Information Technology Manager, Safety Manager, Human Resources Manager, Equal Employment Officer, Reclamation Equal Employment Manager, and/or Regional EEO Managers, Union Officials, physicians, and other individuals and organizations that can assist in determining the appropriate accommodation. The supervisor/manager will serve as a liaison between the employee and the Human Resources Manager and will maintain records on requests for reasonable accommodations. All supervisors and managers are responsible for ensuring that selections of qualified disabled employees and applicants are made in a non-discriminatory manner and that the directives and standards for reasonable accommodation for persons with disabilities are implemented.

G. The **Human Resources Manager** (HRM) will serve as the Disability Program Manager. The HRM is responsible for conducting job analyses on Reclamation's

vacancies to ensure that the knowledge, skills, and abilities identified are related to the essential functions of the job and that artificial barriers are removed from the hiring process. Reasonable accommodation requests will be made in consultation with the appropriate official(s), Human Resources Manager(s), Equal Employment Officer, Reclamation Equal Employment Manager, and/or Regional EEO Manager(s) who can assist in deciding the appropriate accommodation. The HRM is responsible for training staffing specialists who are involved in the application process to recognize requests for reasonable accommodation, and to handle them appropriately. The HRM should also engage the local Unions on impacts that a reasonable accommodation may have on applicable bargaining unit agreements and/or terms and conditions of employment.

H. **Regional Equal Employment Opportunity (EEO) Managers** are responsible for:

(1) Providing technical assistance to supervisors, managers, employees, and applicants on matters related to reasonable accommodation; and

(2) Reporting regional tracking and reporting data to Reclamation's Equal Employment Manager on all reasonable accommodation requests, as outlined in Reclamation's Standards and Directives, HRM 06-01, paragraphs 11A(1) through (8), *Information Tracking and Reporting*, page 15.

I. **Employees and Applicants** are responsible for bringing their request (written or verbal) for reasonable accommodation to the attention of the appropriate office or official, and for providing specific information on the nature of their abilities and disabilities with regard to the requirements of the job, so that an assessment can be made of possible means for reasonable accommodation. Employees should bring their request to the attention of the applicable supervisor or manager. Applicants should bring their request to the Servicing Personnel Office having the vacancy for which he or she wants to be considered.

4. **Reasonable Accommodations Process.**

A. **Overview.**

(1) A reasonable accommodation is a logical change or adjustment to a job or worksite that makes it possible for otherwise qualified employees with disabilities to perform the essential functions of the position. Accommodations are determined on a case-by-case basis, taking into consideration the needs of the employee or applicant, his or her specific disability, the essential duties for the position, the work environment, and the reasonableness of the proposed accommodation.

(2) In all cases, the employee or selectee must be consulted before an accommodation is made. An accommodation must be work-related and not for personal needs or use such as providing: eyeglasses, hearing aids, or transportation to work. The responsibility to provide a reasonable accommodation does not end when the person with a disability is placed in a position. The accommodation must also be considered in training and developing the employee.

(3) Reclamation is required to make a reasonable accommodation for a qualified person with a disability unless Reclamation, after considering overall Department resources, can demonstrate that the accommodation would impose an undue hardship on the operations of Reclamation. These determinations must be made on a case-by-case basis. *Factors to Determine Undue Hardship* are in paragraph 8, page 13. All alternatives will be explored to determine if the reasonable accommodation is the most effective one for both the employee and Reclamation.

B. **Interactive Process.**

(1) The first step in determining an appropriate accommodation is to begin the interactive process. This means the supervisor or manager and the employee requesting the accommodation, should talk to each other about the request. Communication is a priority throughout the entire process. For applicants, see page 7, letter I.

(2) The decision maker should explain to the employee or applicant that he or she will be making the decision on the request and describe what will happen in the processing of the request. This initial discussion should take place as soon as possible.

(3) The decision maker should talk to the individual with the disability requesting reasonable accommodation when the specific limitation, problem, or barrier is unclear; an effective accommodation is not obvious; or where the parties are choosing between different possible reasonable accommodations.

(4) The decision maker will have the principle responsibility for identifying and proactively searching out and considering possible accommodations. When needed, the decision maker may consult with the employee or applicant making the request as well as other appropriate resources for assistance.

(5) The decision maker who receives information in connection with a request for reasonable accommodation may share information connected with that request with other Reclamation officials **only when Reclamation official(s) need to know the information in order to make determinations on a reasonable**

accommodation. Rules governing confidentiality of medical information can be found under paragraph 11B, page 16.

(6) Accommodation requests are to be determined for **known** physical and mental limitations. That is, Reclamation is not obligated, for example, to make an accommodation for a job interview or for an existing job, **until** the employee or applicant has communicated his/her needs.

C. **Reasonable Accommodation Assessment.** The assessment of a particular accommodation may be clarified by considering the following questions:

(1) Is the accommodation necessary for the performance of essential duties?

(2) What effect will the accommodation have on Reclamation's operation, and on the employee's job performance?

(3) To what extent does the accommodation compensate for the limitations of an employee with a disability?

(4) Will the accommodation give the employee the opportunity to function, participate, or compete on a more equal basis with co-workers?

(5) Will the accommodation endanger the health and safety of the individual and others?

(6) Will the accommodation impact applicable bargaining unit agreements and/or terms and conditions of employment?

(7) Are there alternatives that would accomplish the same purpose?

5. **Acting on Reasonable Accommodation Requests.**

A. When an employee or applicant makes a request for reasonable accommodation, the following requirements apply:

(1) A request for accommodation is a statement, oral or written, indicating that an individual needs an adjustment, a change at work, or in the application process for a reason related to a medical condition. Although the request may be oral, the employee or applicant seeking reasonable accommodation must follow up an oral request either by completing the sample written request template as provided in Appendix A or otherwise confirming their request in writing (including by e-mail). Additional information, as appropriate, may be obtained through the interactive process which follows the request.

(2) An employee should submit the request to his or her supervisor, or to another manager in the chain of command.

(3) An applicant should submit the request to the HR office at the Reclamation location where the vacancy announcement was issued.

(4) The reasonable accommodation process must begin as soon as the request for reasonable accommodation is made.

(5) The request must describe the disability necessitating the accommodation and the accommodation needed to enable the employee to perform the job.

(6) The request must specifically describe the nature of the abilities and disabilities with respect to the particular job.

B. Reclamation will take the following actions:

(1) Upon receipt of the oral or written request for reasonable accommodation, the employee's supervisor, and/or a supervisor in the chain of command of the employee, will review the request and issue a written **decision letter** to the employee or applicant within **10 calendar days of receipt**, absent extenuating circumstances. An example of extenuating circumstances is outstanding initial or follow-up request for medical information, or the medical information is being evaluated. The Human Resources Manager, Equal Employment Officer, Reclamation Equal Employment Manager, or Regional EEO Manager will be consulted as needed. Reclamation may not wait until after a written request is received before processing an oral request for reasonable accommodation.

(2) The following will be considered in determining whether an accommodation can be made:

(a) The employee's or applicant's specific disability and the existing limitations of the employee or applicant.

(b) The essential duties of the particular job.

(c) The work environment.

(d) The reasonableness of the proposed accommodation.

(e) Reclamation's resources.

(f) The Department's resources.

(3) The decision responding to the request for reasonable accommodation must state in writing whether the proposed accommodation will be made, including a specific description of the action(s) to be taken.

(4) If the supervisor and/or a supervisor in the chain of command of the employee cannot make a decision on the initial request for accommodation because medical information is needed, he or she may request such information as defined in 5 CFR Part 339.

6. **Examples of Reasonable Accommodations.** Examples of the kinds of actions which may constitute reasonable accommodations may include, but shall not be limited to the following:

A. Making existing facilities readily accessible to, and useable by, a person with a disability.

B. Job restructuring, including part-time or modified work schedules.

C. Acquisition or modification of equipment or devices.

D. Appropriate adjustment or modification of job-related examinations.

E. Providing readers and interpreters.

F. Accommodations for meetings, conferences, seminars, and training.

G. Utilizing existing telework programs.

H. Reassignment to a position equivalent to the one presently held:

(1) If there is no vacant funded position within the geographical area, the employee will be reassigned to a vacant funded position in another Department location in the nation.

(2) Reclamation will consider reassignment of the employee to another vacant position for which they are qualified first within the geographical area where they are employed. Such determination will be made by the manager in consultation with the Human Resources Office. The individual will be consulted prior to being reassigned.

(3) If the employee is qualified for a new position, he/she will be reassigned to the position and will not have to compete for it. Reassignments are made only to vacant funded positions and for employees who are qualified for the new position. This determination will be made on a case-by-case basis.

7. **Medical Documents to Support Requests for Reasonable Accommodation.**

A. Medical documents provided or obtained in connection with a medical determination related to employability may include the following information:

(1) The history of the specific medical condition(s) including references to findings from previous examinations, treatments, and responses to treatments.

(2) Clinical findings from the most recent medical evaluation, including any of the following: findings of physical examination, results of laboratory tests, X-rays, electrocardiogram, and other special evaluations or diagnostic procedures. In the case of psychiatric disease, the findings of a mental status examination and the results of psychological tests.

(3) Diagnosis including the current clinical status.

(4) Prognosis, including plans for future treatment and an estimate of the expected date of full or partial recovery.

(5) An explanation of the impact of the medical condition on overall health and activities including the basis for any conclusion that restrictions or accommodations are or are not warranted.

(6) A narrative explanation of the medical basis for any conclusion that the medical condition has, or has not, become static or well stabilized and the likelihood that the individual may experience sudden or subtle incapacitation as a result of the medical condition.

(7) An explanation of the medical basis for any conclusion which indicates the likelihood that the individual is, or is not, expected to experience sudden or subtle incapacitation by carrying out, with or without accommodation, the tasks or duties of a specific position.

B. Review of medical documentation is an assessment by, or in coordination with, a physician to ensure that the following criteria are met:

(1) All diagnoses and clinical impressions are justified in accordance with established diagnostic criteria.

(2) The conclusions and recommendations are consistent with generally accepted medical principles and practice.

8. **Factors to Determine Undue Hardship.**

A. The following are some of the factors that may be considered in determining whether an employee's or an applicant's requested accommodation will impose an undue hardship on the operation of Reclamation. It is noted though, that depending on the facts and issues in a particular case, it may be relevant to consider the resources of the Department as a whole.

(1) The nature and cost of the accommodation.

(2) The overall financial resources of facilities involved in the provision of reasonable accommodation; number of persons employed at such facility; the effect or expenses and resources; or the impact of such accommodation upon the operation of the facility.

(3) The overall size of Reclamation's program and financial resources (i.e., budget) with respect to the number of employees, number, type, and location of facilities.

(4) The type of Reclamation's operation, including composition and structure of the work force.

B. Reclamation, in identifying resources for providing reasonable accommodations, must exhaust all Reclamation sources of funding before rendering any determination that an accommodation presents an undue hardship. Further, Reclamation may seek assistance through other Department sources, (e.g., Computer/Electronic Accommodations Program).

9. **Denials of Reasonable Accommodation.**

A. As soon as the supervisor and/or supervisor in the chain of command determines that a request for reasonable accommodation will be denied, an explanation for the denial should be written in plain language, clearly stating the specific reasons for the denial.

B. Where the decision maker has denied a specific requested accommodation, but offered to make a different one in its place which was not agreed to during the interactive process, the denial notice should explain both the reasons for the denial of the requested accommodation and the reasons that the decision maker believes that the chosen accommodation will be effective. Reasons for the denial of a request for reasonable accommodation must include specific reasons for the denial, why the accommodation would not be effective or why it would result in an undue hardship.

C. The written notice of denial should also inform the individual that he or she has the right to file an EEO complaint and may have rights to pursue Merit Systems Protection Board (MSPB) and union grievance procedures.

(1) For an EEO complaint pursuant to 29 CFR § 1614, the individual must contact an EEO counselor in Reclamation's EEO Office, the Regional EEO Office, or the Office for Equal Opportunity within **45 days from the date of notice of denial of reasonable accommodation**, or

(2) For a collective bargaining claim, file a written grievance in accordance with the provisions of the applicable Collective Bargaining Agreement; or

(3) Initiate an appeal to the MSPB within **30 days of an appealable adverse action** as defined in 5 CFR § 1201.3.

D. The decision maker will consult with the HRM prior to issuing a decision that denies a reasonable accommodation request. Where requests for reasonable accommodation are denied by supervisors and managers, the HRM will review the denial.

E. Subsequent EEO complaints that may arise from said denial must be processed through another EEO office in Reclamation or through the Department, **if** the EEO Manager at the location where the complaint was filed had provided advice to the supervisor or manager on the denial decision.

10. **Reconsideration.** If the individual wishes to request reconsideration of a decision he or she may take the following steps:

A. If an individual wishes reconsideration of an unfavorable decision, he or she should first ask the decision maker to reconsider the decision. The individual may present additional information in support of his or her request. The decision maker will respond to the request for reconsideration within **5 business days**. Exceptions where the 5 days may not be met are travel, personal emergencies, etc.

B. If the decision maker was the supervisor, and he or she does not reverse the decision, the individual can ask reconsideration by the supervisor's manager. The supervisor's manager will respond to this request within **10 business days**.

C. Absent extenuating circumstances, delivery of reasonable accommodation requests will be granted within **20 business days from date of initial request.**

D. Extenuating circumstances that may delay the processing of a specific request for accommodation or granting the accommodation, are limited to factors that could not reasonably have been anticipated or avoided in advance.

E. Where there are delays in the processing or granting of a reasonable accommodation, the HRM will notify the individual of the reason for the delay, and where possible, keep the individual informed of the date on which Reclamation expects to complete the process.

11. **Information Tracking and Reporting.** The EEOC established reporting requirements to ensure compliance with Section 501 of the Rehabilitation Act of 1973, as amended, with EEOC Management Directives 712 and 713, and with 29 CFR 1614.203. Appendix B may be used as a template for gathering information for reporting purposes. The reporting requirements are:

A. The Equal Employment Manager will annually prepare a report that contains Reclamation-wide information. Regions will submit regional data on paragraphs (1) through (8), below. Data will be submitted by **October 10**, annually. Reasonable accommodation data will be maintained in each region for 3 years.

(1) The number of reasonable accommodations, by type, that have been made in the application process and whether those requests have been granted or denied;

(2) The jobs (occupational series, grade level, and office) for which reasonable accommodation have been requested);

(3) The types of reasonable accommodations that have been requested for those jobs;

(4) The number of reasonable accommodations, by type, for each job that have been approved, and the number of accommodation, by type, that have been denied;

(5) The number of requests for reasonable accommodation, by type, that relate to the benefits or privileges of employment, and whether those requests have been granted or denied;

(6) The reasons for denial of requests for reasonable accommodation;

(7) The amount of time taken to process each request for reasonable accommodation; and

(8) The sources of technical assistance that have been consulted in trying to identify possible reasonable accommodations.

B. Under the Rehabilitation Act, medical information obtained in connection with the reasonable accommodation process must be kept confidential.

(1) Reclamation will keep medical information, records of individuals with disabilities requesting reasonable accommodation in confidential files, separate from Official Personnel Files (OPF).

(2) The Human Resource Office will maintain custody of all records obtained or created during the processing of a request for reasonable accommodation, including medical records, and will respond to all requests for disclosure of the records. All records will be maintained in accordance with the Privacy Act and the requirements of 29 CFR 1611.

(3) Information may not be disclosed and access is limited to authorized personnel only.

C. Reclamation will maintain the records related to a particular individual with a disability, who has requested reasonable accommodation, for the duration of the employee's tenure.

12. **Resources.**

A. **Utilizing Sign Language Interpreters.**

(1) **Scheduling Interpreter Services.**

(a) The individual or office scheduling a meeting or event which will require interpreting services, (staff meeting, training, office function, etc.), is responsible for obtaining the services of an interpreter. **Please check to see if an interpreter is available before scheduling the date, time, and place of the event.**

(b) Advance scheduling of preferably 2 to 3 weeks, is strongly encouraged, to the extent possible. Although it is not possible to foresee every occasion for which interpreting services may be required, failure to schedule interpreting services well in advance may result in the necessity to reschedule meetings until interpreter services are available.

(c) If a meeting or event will last longer than 1 hour, arrangements must be made for more than one interpreter to be present at the meeting or event, and must be scheduled to include sufficient rest periods. Generally, one interpreter can work 45-60 minutes and then needs a 15-minute break. A break during a meeting or event does not constitute a rest period for the

interpreter, as he or she is expected to continue working (e.g., deaf and hearing parties wish to communicate during the break and look to the interpreter to facilitate the exchange).

(d) An employee who knows sign language or who is taking a sign language class is **not** an acceptable substitute for a contract interpreter.

(2) **Work Events Outside the Workplace.**

(a) Reclamation will provide a sign language interpreter for an employee who is deaf or hard of hearing who, as part of his or her job, attends a meeting or event outside of the workplace. If he or she attends a conference or training program sponsored by an outside organization, the sponsoring organization is principally responsible for providing interpreters.

(b) When an employee goes to a meeting, conference, or training program outside the workplace, Reclamation will assess whether it would be effective to contract a sign language interpreter(s).

B. **ADA Disability and Business Technical Assistance Centers** (DBTACs), 1-800-949-4232 (Voice/TT). 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.

C. **Assistive Technology Partners**, 1245 East Colfax Avenue, Suite 200; Denver, CO 80218; telephone number 303-315-1280; web site: http://www.uchsc.edu/atp/index.htm. This program is comprised of faculty and staff from the University of Colorado Health Sciences Center, School of Medicine. This site provides information that may be helpful in determining the type of reasonable accommodation to be provided. The library gives fast facts on different types of assistive technology as well as a resource listing for Colorado. This program also sponsors an open house every month where the community is invited to come and try the latest technology.

D. **Department of Defense Computer/Electronic Accommodation Program** (DOD/CAP), telephone number 202-208-7599, web site: www.tricare.osd.mil/cap/about/_pres_archive.cfm. This website contains archived presentations on CAP as well as other topics on accommodation and employment of persons with disabilities.

E. **Job Accommodation Network** (JAN), telephone number 1-800-526-7234 (Voice/TT), web site: http://janweb.icdi.wvu.edu/.

F. **U.S. Equal Employment Opportunity Commission**, 1-800-669-3362 (Voice), 1-800-800-3302 (TT), web site: www.eeoc.gov.

(1) 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. (1994), and the regulations, 29 CFR 1630 (1997). In addition, the EEOC has published a great deal of basic information about reasonable accommodation and undue hardship. The two main sources of interpretive information are:

(a) The Interpretive Guidance accompanying the Title I regulations (also known as the "Appendix" to the regulations,) 29 CFR 1630, app. 1630.2(o), (p), 1630.9 (1997), and

(b) A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act III, 8 FEP Manual (BNA) 405:6981, 6998-7018 (1992). The 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. This document is not available on EEOC's web site.

(2) The EEOC also has discussed many issues involving reasonable accommodation in numerous guidance and documents, which are all available on their web site.

G. **RESNA Technical Assistance Project**, (703) 524-6686 (Voice), (703) 524-6639 (TT), web site: http://www.resna.org/. 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:

(1) Information and referral centers to help determine what devices may assist a person with a disability (including access to large databases containing information on thousands of commercially available assistive technology products);

(2) Centers where individuals can try out devices and equipment;

(3) Assistance in obtaining funding for and repairing devices; and

(4) Equipment exchange and recycling programs.

Department of the Interior
Departmental Manual

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Chapter 15: Reasonable Accommodation for Individuals with Disabilities

Originating Office: Office of Civil Rights

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373 DM 15

15.1 **Purpose.** This chapter provides the Departmental policy and procedures for reasonable accommodations for individuals with disabilities. It establishes the requirements and instructions by which Departmental employees will act on requests for reasonable accommodation from employees or applicants for employment.

15.2 **Authority.**

A. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791).

B. U.S. Equal Employment Opportunity Commission (EEOC) Regulations at 29 CFR Part 1614 (Federal Sector Equal Employment Opportunity).

C. EEOC Management Directive 715.

15.3 **Policy**. The Department of the Interior (DOI) will provide reasonable accommodation for the known physical or mental limitations of a qualified employee or applicant with a disability unless the accommodation would impose an undue hardship on the DOI.

15.4 **Scope.** The policy and procedures in this chapter apply to all employees of the DOI and applicants for employment with DOI who have a disability as defined in 15.5 below.

15.5 **Definitions**.

A. Reasonable accommodation is a logical change or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question. The other two categories of reasonable accommodation: modifications or adjustments to a job application process to permit an individual with a disability to be considered for a job; and modifications or adjustments that enable employees with disabilities to enjoy equal benefits and privileges of employment.

B. Individual with a disability is one who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having such an impairment.

C. Physical or mental impairment is any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, cardiovascular, reproductive, digestive, respiratory, genitourinary, hemic and lymphatic, skin, and endocrine, or any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

D. Major life activities are functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.

E. Has a record of such an impairment is defined as having a history of, or being classified (or misclassified) as having, a mental or physical disability that substantially limits one or more major life activities.

F. Regarded as having such an impairment is defined as having a physical or mental impairment that does not substantially limit major life activities, but is treated by an employer as constituting such a limitation; has a physical or mental impairment that substantially limits major life activities only as a result of the attitude of an employer toward such an impairment; or has none of the impairments defined above but is treated by an employer as having such a limitation.

G. A qualified individual with a disability is one who satisfies the skill, experience, education and other job-related requirements of the employment position the individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

H. Essential functions of a job are those job duties that are so fundamental to the position that the individual cannot do the job without being able to perform them. A function can be "essential" if, among other things, the position exists specifically to perform that function, there are a limited number of other employees who could perform the function if it were assigned to them, or the function is specialized and the incumbent is hired based on his/her ability to perform it.

I. Undue hardship occurs if a specific type of accommodation causes significant difficulty or expense by the agency to accomplish. In such a case, that particular accommodation does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors that include the nature and cost of the accommodation needed and the impact of the accommodation on the organization. Overall resources of the DOI will be taken into consideration. See Section 15.9, Factors in Determining Undue Hardship.

J. A request for accommodation is a verbal or written statement that an individual needs an adjustment or a change at work or in the application process for a reason related to a

medical condition. Additional information, as appropriate, may be obtained through the interactive process which follows the request.

15.6 **Responsibilities**.

A. The Director, Office of Civil Rights is designated as the DOI management official responsible for ensuring there is DOI-wide policy on reasonable accommodation (that is, ensuring that reasonable accommodations are made for qualified employees or applicants with a disability in accordance with applicable laws, regulations, and bargaining unit agreements) and for establishing DOI procedures to facilitate the provision of reasonable accommodation. The Director, Office of Civil Rights will designate a Disability Program Manager who has administrative responsibility for the DOI-wide program.

B. The Disability Program Manager (DPM) is responsible for interpreting policy and providing guidance to bureau/office directors, managers, supervisors, employees, and applicants on matters related to reasonable accommodation. If the DPM has had any involvement with the processing of a particular request for reasonable accommodation, he/she must recuse him/herself from any involvement in the processing of an EEO claim in connection with that request.

C. The Servicing Human Resources Officer (HRO) is responsible for providing operational human resources services to the bureau/office. The HRO, or designated staff, serves as the employment officer and is responsible for conducting job analyses on vacancies to ensure that the knowledge, skills and abilities identified are related to the essential functions of the job, and that barriers are removed from the hiring process. The HRO is responsible for training human resources specialists who are involved in the application process to recognize requests for reasonable accommodation and handle them in accordance with this chapter.

D. Supervisors, managers, and Office Directors, or designated staff, shall serve as deciding officials on requests for reasonable accommodations. First-line supervisors are authorized to respond to, and make determinations on, requests for reasonable accommodation. These determinations will be made in consultation with appropriate officials such as Facilities Managers, Information Resource Management Specialists, Physicians, Human Resources Specialists, Attorneys in the Solicitor's (SOL) Office, or other individuals and organizations that can assist in determining appropriate accommodations. The supervisor/manager will serve as a liaison between the office and the Human Resources Officer. All DOI supervisors and managers are responsible for ensuring that selections of qualified individuals with disabilities are made in a non-discriminatory manner and that the procedures for the reasonable accommodation of individuals with disabilities are implemented.

E. Supervisors, managers, and designated Office of Civil Rights and Human Resources staff are encouraged to contact the Solicitor's Office personnel attorneys with questions and requests for legal advice regarding the Rehabilitation Act, including its prohibitions and requirements, and the EEOC's regulations and enforcement guidance applicable to the Rehabilitation Act and to reasonable accommodation. SOL personnel attorneys are available to provide legal advice and guidance regarding, among other things, what constitutes a "qualified

individual with a disability," and requests for reasonable accommodation, as well as bureaus/offices' reasonable accommodation assessments and decisions.

F. Employees and applicants for employment are responsible for bringing their requests for reasonable accommodation to the attention of the appropriate agency official. Employees and applicants may use an alternate dispute resolution (ADR) approach to working through their requests with deciding officials. The DOI Office of Collaborative Action and Dispute Resolution is available for assistance during the initial request as well as upon reconsideration. (Examples of means of reasonable accommodation are provided in 15.8.)

15.7 **Guidelines for Assessing and Providing Reasonable Accommodation.**

A. Overview. Accommodations are determined on a case-by-case basis, taking into consideration the needs of the applicant or employee, his/her specific disability, the essential duties of the position in question, the work environment, and the reasonableness of the proposed accommodation. In all cases where an accommodation request is not approved, the qualified individual with a disability must be consulted before an alternative accommodation is provided.

(1) An accommodation must be work-related and not for personal needs use. DOI does not have to provide as reasonable accommodations personal use items needed in accomplishing daily activities both on and off the job. Thus, DOI is not required to provide an employee with a prosthetic limb, a wheelchair, eyeglasses, hearing aids, or similar devices if they are also needed off the job. Furthermore, DOI is not required to provide personal use amenities, such as a hot pot or refrigerator, if those items are not provided to employees without disabilities. However, items that might otherwise be considered personal may be required as reasonable accommodations where they are specifically designed or required to meet job-related rather than personal needs.

(2) The responsibility to provide reasonable accommodation does not end when the individual with a disability is placed in a position. The accommodation must also be considered in training, merit staffing processes, and any other aspect of employment that would be adversely affected if the bureau/office failed to provide reasonable accommodation.

B. Reasonable Accommodation Assessment. ***DOI bureaus/offices are required to make reasonable accommodation for a qualified individual with a disability unless it can be demonstrated that the accommodation would impose an undue hardship on the operation of DOI.*** Such a determination must be made on an individual basis. Alternatives will be explored to determine if the accommodation is the most effective one for both the individual with a disability and the bureau/office.

(1) The first step in determining an appropriate accommodation after a request is received from a qualified individual with a disability is to review the accommodation requested to determine if it is reasonable. The reasonableness of the proposed accommodation means that the accommodation "seems reasonable on its face, i.e., ordinarily or in the run of cases," "plausible," or "feasible," as defined by the Supreme Court in U.S. Airways v. Barnett, 535 U.S. 391 (2002). Furthermore, an accommodation must also be effective. An accommodation is

effective if it meets the needs of the individual in question. In the context of job performance, this means that the reasonable accommodation enables the individual to perform the essential functions of the position. Similarly, a reasonable accommodation enables an applicant with a disability to have an equal opportunity to participate in the application process and be considered for the job. A reasonable accommodation allows an employee with a disability an equal opportunity to enjoy the benefits and privileges of employment that employees without disabilities enjoy. If it is determined that the requested accommodation is not "reasonable," the supervisor or manager who made the determination must consult with the employee with the disability and ask for suggestions as to what alternative accommodations would enable him/her to perform the essential functions of the job.

(2) When providing auxiliary aids (e.g., assistive technology, ergonomic equipment, TTY, interpreter), the supervisor or manager should give preference to that requested by the individual with the disability, unless that which was requested constitutes an undue hardship.

(3) Accommodations need to be made to the ***known*** physical or mental limitations. DOI bureaus/offices are not obligated to make an accommodation for a job interview, or for an existing job, until the applicant or employee has communicated his/her needs. Bureau/Office officials involved in the application process should ensure that vacancy announcements explain what the application process involves and indicate to whom interested parties should make requests for reasonable accommodation if needed for the application process. Managers and supervisors should review EEOC Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act (revised October 17, 2002), Question 40, at www.eeoc.gov, which describes a situation in which a supervisor might have to ask an employee if he/she needs a reasonable accommodation even if the employee does not communicate a need for one.

(4) The reasonableness of a particular accommodation may be clarified by considering the following questions:

(a) Is the accommodation necessary for the performance of essential duties?

(b) What effect will the accommodation have on the bureau/office's operation and the employee's job performance?

(c) To what extent does the accommodation compensate for the limitations of an employee with a disability?

(d) Will the accommodation give the employee the opportunity to function, participate, or compete on a more equal basis with co-workers?

(e) Are there alternatives that would accomplish the same purpose?

15.8 **Means of Reasonable Accommodations.** Examples of the kinds of actions that may constitute reasonable accommodation are listed below. Reasonable accommodation may include, but shall not be limited to the following:

A. Making facilities readily accessible to and usable by a person with a disability.

B. Job restructuring, including part-time or modified work schedules.

C. Acquisition or modification of equipment or devices.

D. Appropriate adjustment or modification of examinations.

E. Provision of readers and interpreters (see Appendix I).

F. Accommodations for meetings, conferences, training and seminars.

G. As a last resort, reassignment.

15.9 **Factors in Determining Undue Hardship.**

A. The following are some factors that may be considered in determining whether an employee's or applicant's requested accommodation would impose undue hardship.

(1) The overall size of the program with respect to the number of employees, number and type of facilities, and size of budget.

(2) The type of operation, including composition and structure of the workforce.

(3) The nature and cost of the accommodation.

B. The bureau/office, in identifying resources for providing reasonable accommodations, must consider all DOI sources of funding before rendering any determination that an accommodation presents an undue hardship. Further, the bureau/office may seek assistance through non-DOI sources (see Appendix II).

15.10 **Acting on Reasonable Accommodation Requests.**

A. Initiating Request for Reasonable Accommodation. When an employee or applicant makes a request for reasonable accommodation, either on his/her own behalf, or through a family member, health professional, or other representative acting on the individual's behalf, the following requirements apply:

(1) For an employee, the ***request may be made verbally or in writing*** to his/her supervisor, another supervisor or manager in his/her immediate chain of command, the Office Director, the Office of Civil Rights, the Disability Program Manager, the Servicing Personnel

Office, or other appropriate office. The employee's request must state, at a minimum, that he/she needs an adjustment or change at work for a reason related to a medical condition.

(2) For an applicant for employment, the request ***may be made verbally or in writing*** to the Servicing Personnel Office, the Office of Civil Rights, the Disability Program Manager, the interviewer from the office having the vacancy for which he/she wants to be considered, or any bureau/office employee with whom he/she has had contact. The applicant's request must state, at a minimum, that he/she needs an adjustment or change in the application process for a reason related to a medical condition.

(3) ***A verbal request for accommodation is deemed accepted when made.*** For record-keeping purposes only, the employee or applicant may also submit the request in writing. Otherwise, the request for accommodation will be documented by the individual to whom the request was made. (A sample confirmation of request for accommodation is provided at Appendix III.) ***The bureau/office must not wait until a written request or other recordkeeping form is received before processing a verbal request for reasonable accommodation.***

(4) DOI bureaus/offices must not require the requesting individual to use any particular words, for example, the Rehabilitation Act and the phrase "reasonable accommodation" when requesting reasonable accommodation.

(5) ***If a requested accommodation is approved and is of the type that will be needed on a repeated basis (e.g., sign language interpreter), the individual does not have to submit an additional request each time the accommodation is needed***. In such cases, the bureau/office must provide the accommodation on an as needed basis. The EEOC has issued federal sector decisions holding that in some circumstances where an individual has a recurring, predictable need for accommodation, the agency may be obligated to provide the accommodation as needed, whether or not the individual has requested it.

(6) ***All requests for and provision of reasonable accommodations must be kept confidential.*** An employer may not disclose that an employee is receiving a reasonable accommodation because this usually amounts to a disclosure that the individual has a disability. The ADA specifically prohibits the disclosure of medical information except in certain limited situations, which do not include disclosure to coworkers. Managers and supervisors should review EEOC Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans with Disabilities Act (revised October 17, 2002), Question 42, which provides guidance on ways to respond to other employees' inquiries without violating confidentiality.

B. Timelines for Acting on Requests for Reasonable Accommodation.

(1) Upon receipt of an employee's request for reasonable accommodation, the official who received the request will forward it to the employee's supervisor/manager in no more than ***five (5) business days.*** Upon receipt of an applicant's request for reasonable accommodation, the official who received the request will forward it to the supervisor/manager who has the vacant position for which applied. The supervisor/manager must review the request and issue a written decision to the employee or applicant within ***ten (10) business days*** (in

instances where no medical documentation is required) from the date the supervisor/manager received the verbal or written request. The written decision must state whether the proposed accommodation will be made and include a specific description of the actions to be taken. After the issuance of a written decision to grant an accommodation, the deciding official will provide the accommodation within ***twenty (20) business days*** from the date the request was received by the deciding official absent such extenuating circumstances as described in 15.10B(4) below. In any event, the deciding official will keep the employee or applicant informed on delivery of the accommodation. Notwithstanding the timeframes authorized by these procedures, some accommodations can be provided in less time. Failure to respond promptly to a request for reasonable accommodation may constitute a violation of the Rehabilitation Act. In instances where reasonable accommodations can be provided in less time than prescribed in these procedures, bureaus/offices must make every effort to do so.

(2) If medical documentation is required by the deciding official, he/she will issue a written decision to the employee in no more than ***ten (10) business days*** from the date the medical documentation was received. At the deciding official's option, medical information submitted in connection with a request for reasonable accommodation may be reviewed by a DOI medical officer, who will provide an advisory opinion to the deciding official. The bureau/office also has the right to have medical information provided by the employee or applicant reviewed, at the organization's expense, by a medical expert of the organization's choosing. ***Bureaus/Offices must not request medical documentation in support of every accommodation request, regardless of circumstances.***

(3) Pursuant to the Privacy Act, medical documentation submitted in support of any request for reasonable accommodation will be ***sealed and maintained in secure storage,*** separate from Official Personnel Files, by the Servicing Personnel Office. In addition, individuals who have access to information necessary to make a decision about whether to grant a requested accommodation may not disclose this information except as follows:

(a) supervisors/managers who need to know may be told about necessary restrictions on the work or duties of the employee and about the necessary accommodation(s);

(b) first aid and safety personnel may be told if the disability might require emergency treatment;

(c) government officials may be given information necessary to investigate DOI bureau/office's compliance with the Rehabilitation Act;

(d) the information may in certain circumstances be disclosed to workers' compensation offices or insurance carriers; and

(e) EEO officials may be given the information to maintain records, evaluate, and report on bureau/office's performance.

Where medical information is disclosed to any of the foregoing officials, bureau/office officials must inform those individuals about the confidentiality requirements attached to such information.

(4) Every attempt must be made to process requests for reasonable accommodation in as short of a time as possible. Extenuating circumstances may delay the provision of reasonable accommodation within the stated time frame. Extenuating circumstances are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. These can include, but are not limited to, situations in which equipment is on back order, the vendor typically used by the organization has unexpectedly gone out of business, or the accommodation requires restructuring facilities.

(5) The supervisor/manager, Office Director, or designee, who is responsible for making a decision on a request for accommodation will identify him/herself as the deciding official to the employee or applicant and consider the following in determining whether an accommodation can be provided:

(a) the employee's or applicant's specific disability and existing limitations;

(b) the essential duties of the particular job;

(c) the work environment; and

(d) whether the proposed accommodation would result in undue hardship for the organization.

(6) The supervisor/manager, Office Director, or designee, must confer with the employee or applicant where the specific limitation, problem, or barrier is unclear, where an effective accommodation is not obvious, or where the parties are choosing between different possible reasonable accommodations. Information about reasonable accommodations, including telephone help for identifying specific reasonable accommodations, is at Appendix II.

(7) The supervisor/manager, Office Director, or designee, may consult with other officials, such as Facilities Managers, Information Resource Management Specialists, Physicians, Human Resources Specialists or the Disability Program Manager to process requests for reasonable accommodation, if necessary.

(8) When necessary, expedited processing of a request for an accommodation should occur. Expedited processing might be necessary where the accommodation is needed to apply for a position or to participate in a specific activity that is scheduled to occur shortly. ***Failure to respond promptly to a request for reasonable accommodation, especially in those situations where the accommodation could be provided in an expedited manner, may result in a violation of the Rehabilitation Act.***

(9) If there is either a delay (beyond the timelines prescribed in these procedures) in processing a request for reasonable accommodation, or after a request is approved, a delay in

delivering the accommodation, the deciding official must notify the employee or applicant of the reason for the delay, and to the extent possible, keep the employee or applicant informed of the date on which the request is expected to be completed. In the event of such a delay, the supervisor/manager, or deciding official, must investigate whether there are temporary measures that could be taken to assist the individual with a disability.

(10) Supervisors and managers are strongly encouraged to implement practices that will reduce barriers that could make it difficult to provide effective accommodations. Possible practices include: establishing a central pool of readers and interpreters, and implementing funding mechanisms that will avoid charging individual offices for the cost of accommodations. (See EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation (October 20, 2000), Question 12, available on EEOC's website.)

(11) Each bureau/office is reminded that it should take steps to anticipate and limit impediments that may cause unnecessary delay in providing reasonable accommodation, by reviewing and modifying, in advance of a specific request, any policies that might affect the bureau/office's ability to respond promptly to requests for reasonable accommodation. Among the policies that should be reviewed are those that affect: the purchasing or leasing of equipment; the hiring of, or contracting for, readers, interpreters, or other assistants; and the flexibility to approve leave or to restructure work schedules. (See EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation (October 20, 2000), Question 15, available on EEOC's website.)

C. Requesting Medical Information.

(1) The deciding official may request medical information sufficient to substantiate that the individual has a disability and needs reasonable accommodation, but ***must not request medical documentation where:***

(a) the disability and need for accommodation are obvious or otherwise already known; or

(b) the individual has already provided DOI with sufficient information to document the existence of the disability and his/her functional limitations.

Requests for medical information will follow the requirements set forth in the EEOC's Enforcement Guidance: Disability-Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (July 27, 2000), available on EEOC's website.

(2) When the standards for requesting medical information have been met, as identified in 15.10C(1) above, the deciding official may request information or documentation regarding:

(a) the nature, severity, and duration of the individual's impairment;

(b) the activities that the impairment limits;

(c) the extent to which the impairment limits the individual's ability to perform the activities; and/or

(d) why the individual requires reasonable accommodation or the particular reasonable accommodation requested, as well as how the reasonable accommodation will assist the individual to apply for a job, perform the essential functions of the job, or enjoy a benefit of the workforce.

(3) The deciding official has the right to request relevant supplemental medical information only if the initial medical documentation submitted did not clearly explain the nature of the disability, or the need for the reasonable accommodation, or did not otherwise clarify how the requested accommodation will assist the employee to perform the essential functions of the job or to enjoy the benefits and privileges of the workplace, or, in the case of an applicant, assist him/her with the application process. If relevant supplemental medical information is requested, the deciding official must explain to the employee or applicant why the documentation already submitted was insufficient and identify the medical documentation still needed.

(4) When a deciding official is entitled to request medical information under the standards set forth above, the deciding official may have that information reviewed by the agency's medical expert at the agency's expense, in order to assist in making a decision on the request.

(5) If the employee or applicant is unable to provide sufficient information in support of the request, the deciding official may request that the individual be examined by a healthcare professional of the organization's choice and at the organization's expense. Any such medical examination must be limited to determining the existence of a disability and/or the functional limitations that require an accommodation. Where a medical examination is warranted, the deciding official must explain to the individual that failure to agree to take the medical examination could result in a denial of the accommodation.

D. Reassignment**.** Reassignment is a ***"last resort"*** form of reasonable accommodation that must be provided, absent undue hardship, to an employee who, because of a disability, can no longer perform the essential functions of the position he/she holds, with or without reasonable accommodation. Reassignment is available only to employees, not to applicants. Reassignment may be made only to a vacant position. The law does not require that agencies create new positions or move employees from their jobs in order to create a vacancy.

(1) ***If the deciding official determines that no reasonable accommodation will enable the employee to perform the essential functions of his/her position, the deciding official must, in consultation with the employee, consider reassignment of the employee to a vacant funded position for which he/she is qualified.*** The determination on qualifications will be made by the Office Director, or designee, in consultation with the Servicing Human Resources Officer. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position.

(2) Reassignment to a vacant funded position may occur first within the bureau/office and geographical area where the employee is already employed. In the event a position can not be found in the employee's current bureau/office and geographical area, a suitable position may be identified in a different bureau/office within the employee's current geographical area. In the event a position can not be found within the employee's current geographical area, a suitable position may be identified in a different geographical area, regardless of bureau/office, provided the employee has indicated the new geographical location is acceptable to him/her.

(3) If an employee is reassigned to a different geographical area, the employee must pay for any relocation expenses unless the transferring bureau/office routinely pays such expenses when granting voluntary transfers to other employees. If the employee is willing to be reassigned to a different geographical area, the Office Director, or designee, shall confer with the Servicing Personnel Officer in that geographical area to determine whether the employee is qualified for any particular position(s) available in that area. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position. If a suitable position is identified in another geographical area which the employee has indicated is acceptable, and the needed accommodation is found to be reasonable, such position must be offered to the employee.

E. Denial of Request for Reasonable Accommodation.

(1) A decision denying a request for reasonable accommodation ***must be in writing*** and specifically explain the reasons why the request was denied (e.g., why the medical documentation was inadequate to establish that the individual has a disability or needs reasonable accommodation, why the requested accommodation would not be effective, or why the accommodation would pose an undue hardship).

(2) A decision denying the proposed accommodation but offering an alternate accommodation in its place, must explain both the reason for the denial of the requested accommodation and the reason that the alternate accommodation will be effective.

(3) ***All denials of reasonable accommodation must be reviewed by the Servicing Human Resources Officer, or designee, prior to issuance.*** If the issue is availability of resources for the proposed accommodation, then the Office Director, or designee, will seek assistance from all sources (DOI as well as non-DOI) in determining the availability of additional resources prior to issuance of denial.

(4) A written copy of each denial of reasonable accommodation will be provided to the employee and the Servicing Personnel Office. The written notice of denial must inform the individual that if he/she believes that he/she has been subjected to illegal discrimination, he/she has the right to file a Complaint of Discrimination, in accordance with 29 CFR 1614. In addition, the individual may have rights to pursue his/her claim with the Merit Systems Protection Board (MSPB) or the negotiated grievance procedures. The notice will explain procedures available for reconsideration.

15.11 **Reconsideration.**

A. Individuals with disabilities can request prompt reconsideration of a denial of reasonable accommodation.

B. If an individual wishes reconsideration, he/she should first ask the deciding official to reconsider the decision. The individual may present additional information in support of his/her request. The deciding official must respond to the request for reconsideration within ***five (5) business days*** of receipt of the request.

C. If the deciding official does not reverse his/her decision, the individual may ask the Office Director, or designee, to do so. The Office Director, or designee, must respond to this request within ***ten (10) business days*** of receipt.

D. If the deciding official was the Office Director or designee, and he/she did not reverse the decision, the individual may ask the next level of management within the organization, or his/her designee, to do so. Such requests must be responded to within ***ten (10) business days*** of receipt.

E. Alternative dispute resolution (ADR) processes may also be used to resolve disputes of denials of reasonable accommodation. Whether under the EEO process, MSPB process, grievance process, or informal dispute resolution processes, where available, the objective is to permit quick and thoughtful reconsideration of a denial.

F. Pursuing any of the reconsideration procedures identified above, including seeking reconsideration from the deciding official, appealing to the next level of management within the organization and participating in informal dispute resolution process, does not affect the time limits for initiating statutory and collective bargaining claims. An individual's participation in any or all informal dispute resolution processes does not satisfy the requirements for bringing a claim under EEO, MSPB, or negotiated grievance procedures.

15.12 **Information Tracking and Reporting.**

A. The deciding official must complete the "Information Reporting Form" (Appendix IV) and submit it to the bureau/office Servicing Human Resources Office within ***10 business days*** of the decision. The deciding official must attach to the form copies of all information he/she received as part of processing the request. ***Medical documents must be sealed, marked as Confidential Medical Information, and maintained in secure storage by the Servicing Human Resources Office***. Such medical documents will not be kept with the employee's Official Personnel Folder. Such medical documents may be disclosed to: a DOI official who is involved in making a determination concerning a subsequent request by the employee for an accommodation to his/her disability when the disability and need for accommodation are not obvious or otherwise already known; the bureau/office EEO officials responsible for preparing the report listed in 15.12C below; first aid and safety personnel *if* the disability might require emergency treatment; government officials needing information to investigate DOI's compliance

with the Rehabilitation Act; and in certain circumstances, workers compensation offices or insurance carriers.

B. The bureau/office Servicing Human Resources Office must maintain these records for the length of the employee's tenure with DOI or for five (5) years, whichever is longer.

C. The bureau/office EEO official will prepare an annual report, to be made available to the DOI, Office of Civil Rights. The report will contain the following information, presented in aggregate:

(1) the number of reasonable accommodations, by type, that have been requested in the application process and whether those requests have been granted or denied;

(2) the jobs (occupational series, grade level, and office) for which reasonable accommodations have been requested;

(3) the types of reasonable accommodations that have been requested for each of those jobs;

(4) the number of reasonable accommodations, by type, for each job that have been approved, and the number of accommodations, by type, that have been denied;

(5) the number of requests for reasonable accommodations, by type, that relate to the benefits or privileges of employment, and whether those requests have been granted or denied;

(6) the reasons for denial of requests for reasonable accommodation;

(7) the amount of time taken to process each request for reasonable accommodation; and

(8) the sources of technical assistance that have been consulted in trying to identify possible reasonable accommodations.

D. In addition, the report will provide a qualitative assessment of the bureau/office's reasonable accommodation program, including any recommendations for program improvement or changes in the reasonable accommodation policies and procedures.

E. The DOI, Office of Civil Rights shall prepare an aggregate report making such information available to all DOI employees. The report will be published on the DOI website.

F. The DOI, Office of Civil Rights shall retain for at least three (3) years, and be able to provide to the U.S. Equal Employment Opportunity Commission, information or any cumulative records used to prepare said annual report that tracks DOI's performance with regard to reasonable accommodation. Tracking performance over a three-year period is critical to enable an agency to assess whether it has adequately processed and provided accommodations.

Appendix I

Utilizing Sign Language Interpreters

1. **Scheduling Interpreter Services**. The individual or office scheduling a meeting or an event that will require interpreting services (staff meeting, training, office function, etc.) is responsible for arranging for presence of interpreters. Currently, most DOI bureau/offices meet interpreter needs for employees by contracting for such services.

An employee who knows sign language or who is taking a sign language class is not an acceptable substitute for an interpreter.

2. **Work Events Outside the Workplace**. Bureau/Offices will provide an interpreter for an employee who is hearing impaired and who, as part of their job, attends a DOI meeting or event outside of the workplace. If the employee attends a conference or training program sponsored by an outside organization, the sponsoring organization is principally responsible for providing interpreters. DOI will provide interpreters, however, if the sponsoring organization fails to do so.

Appendix II

Selected Reasonable Accommodation Resources

A. 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 1 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, and (3) A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act. 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.

B. 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.

C. 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

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

D. 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.

E. Registry of Interpreters for the Deaf
(703) 838-0030 (Voice), (703) 838-0459 (TTY), Web: http://www.rid.org/

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

F. 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.

G. 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.

H. U.S. Geological Survey Disability Resource Center
(703) 648-4870 (TTY), (703) 648-7770 (Voice), Email: jdallos@usgs.gov

The Disability Resource Center (DRC), which is 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.

Appendix III

Confirmation of Request for Reasonable Accommodation

1. When the disability and need for accommodation are not obvious or already known, please describe the stated disability and need for reasonable accommodation.

_____
_____
_____
_____
_____
_____
_____
_____

2. An accommodation is requested for the stated disability. (Be as specific as possible concerning the accommodation being requested, e.g., adaptive equipment, reader, interpreter.)

_____
_____
_____
_____
_____

3. If accommodation is time sensitive, please explain:

_____
_____
_____
_____

Signature: _____ Date: _____

Office: _____

Position: _____ Title: _____ Series: _____ Grade: _____

Appendix IV

Reasonable Accommodation Information Reporting Form

(Completed by the deciding official for each request for reasonable accommodation)

Name of individual requesting reasonable accommodation:

_____

Office of requesting individual: _____

1. Date reasonable accommodation requested: _____
   Who received request: _____

2. Job held or desired by individual requesting reasonable accommodation (including occupational series, grade level, and office):

_____

3. Reasonable accommodation needed for: (check one)
   _____ Application process
   _____ Performing job functions or accessing the work environment
   _____ Accessing benefit or privilege of employment (e.g., attending a training program or social event)

4. Type(s) of reasonable accommodation requested (e.g., adaptive equipment, staff assistant, removal of architectural barrier):

_____
_____
_____

5. Date reasonable accommodation request referred to deciding official (i.e., Supervisor, Manager, Office Director, or Personnel Management Specialist):

_____

Name of deciding official: _____

6. Reasonable accommodation: (check one)
   _____ Approved
   _____ Denied (If denied, attach copy of the written denial letter/memo.)

7. Date reasonable accommodation approved or denied: _____

8. Type(s) of reasonable accommodation provided (if different from what was requested):

_____
_____

9. Date reasonable accommodation provided (if different from date approved):

_____

10. If time frames outlined in the Reasonable Accommodation Procedures were not met, explain why.

_____
_____

_____

11. Was medical information required to process this request? If yes, explain why. List the documents submitted on behalf of the individual.

_____
_____
_____

12. Sources of technical assistance, if any, consulted in trying to identify possible reasonable accommodations (e.g., Job Accommodation Network, disability organization, Disability Program Manager): _____

_____
_____

13. Comments: _____

_____
_____
_____

Submitted by: _____ Date: _____
Phone Number: _____

9/7/05 #3682
New

United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

JAN 10 2018

PERSONNEL BULLETIN NO. 17-18

SUBJECT: Personal Assistance Services

1. PURPOSE. This Personnel Bulletin outlines the Department of the Interior's procedures for the administration and management of Personal Assistance Services (PAS) as directed by the Final Rule for Equal Employment Opportunity Commission (EEOC) 29 CFR Part 1614, Affirmative Action for Individuals with Disabilities in Federal Employment.

2. AUTHORITIES/REFERENCES.

a. 29 CFR Part 1614, Affirmative Action for Individuals with Disabilities in Federal Employment

3. SCOPE. This Personnel Bulletin directs Bureaus to provide PAS to employees who, because of targeted disabilities, require such assistance during work hours or in order to participate in work-related travel.

4. DEFINITIONS.

4.1. Personal Assistance Services. Services that assist a person with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example assistance with removing and putting on clothing, eating, and using the restroom. These services differ from services that help the individual perform job-related tasks (e.g., sign language interpreters for individuals who are deaf, or readers for individuals who are blind or have learning disabilities) or specific job functions (e.g., reviewing documents).

4.2. Personal assistance provider. An employee or independent contractor whose primary job functions include provision of PAS.

4.3. Targeted disability. A disability that is designated as a "targeted disability or health condition" on the U.S. Office of Personnel Management's Standard Form 256 or that falls under one of the first 12 categories of disability listed in Part A of question 5 of the EEOC's Demographic Information on Applicants form.

4.4. Reasonable accommodation. A modification or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question.

4.5 Undue hardship. A specific type of accommodation that causes significant difficulty or expense to accomplish. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship.

5. POLICY.

5.1. PAS shall be provided to employees who, because of targeted disabilities, require such assistance during work hours or in order to participate in work-related travel—unless doing so would pose an undue hardship. Supervisors may also provide PAS to other employees with disabilities that do not meet the definition of "targeted" disability if they so choose. The Department's obligation to provide reasonable accommodation to qualified individuals with disabilities is unaffected by this requirement.

5.2. PAS differ from medical services and services that are typically performed by someone who often has the job title of "personal assistant." PAS are non-medical services such as helping an individual take off and put on a coat, eat, and use the restroom. These services are needed by individuals whose specific disabilities make it difficult for them to perform such daily living activities on their own. PAS providers may perform tasks unrelated to PAS, but only to the extent that doing so does not result in failure to provide PAS required in a timely manner.

5.3 Requesting PAS: Employees interested in requesting PAS should follow the procedures outlined in Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities.

5.4. Choosing a PAS Provider: The supervisor ultimately chooses the PAS provider; however, when selecting someone who will provide PAS to a single individual, primary consideration must be given to the individual's preferences to the extent permitted by law. Several options exist for employing a PAS provider. For example, Bureaus may use an independent contractor or a federal employee. Supervisors should coordinate with their servicing Human Resources Office (HRO) to explore these and other options.

5.5. Undue Hardship Determinations: Undue hardship occurs if providing PAS causes significant difficulty or expense incurred by the Department. In such a case, the requested PAS does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors as:

5.5.1. Nature and cost of the accommodation;

5.5.2. Overall size of the program with respect to the number of employees, number and type of facilities, and size of budget;

5.5.3. Type of operation, including composition and structure of the workforce; and

5.5.4. Impact of the accommodation on the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility's ability to conduct business.

5.5. When assessing whether a request for PAS presents an undue hardship, the resources of the Department, not just those of the Bureau or Office, should be considered. If the supervisor

believes an undue hardship exists, he/she will notify their servicing HRO who, in turn, shall coordinate with the Department's Reasonable Accommodation Program Manager who is responsible for providing guidance on PAS.

6 POINT OF CONTACT. The Department's Office of Human Resources, Workforce Relations Division serves as the point of contact for this policy.

Raymond A. Limon
Director, Office of Human Resources

Attachments:

EEOC Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act

Personnel Bulletin 14-01, Reasonable Accommodation for Individuals with Disabilities

Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act

September 18, 2017

On January 3, 2017, the Equal Employment Opportunity Commission (EEOC or Commission) amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 (Section 501), the law that prohibits the federal government from discriminating in employment on the basis of disability and requires it to engage in affirmative action for people with disabilities.

As part of the agencies' obligation to engage in affirmative action, federal agencies are required by the new regulations to provide Personal Assistance Services (PAS) to individuals who need them because of certain disabilities. *See* 29 C.F.R. § 1614.203(d)(5). PAS are services that help individuals who, because of targeted disabilities, require assistance to perform basic activities of daily living, like eating and using the restroom. This document answers some of the most common questions about this new regulatory requirement.

Background

1. **What do the new regulations say about PAS?**

   The regulations require federal agencies to provide PAS, in addition to reasonable accommodations, to certain employees who have targeted disabilities unless doing so would impose an undue hardship on the agency. They also state that an agency cannot discriminate against an individual based on the need for PAS.

2. **Why do the regulations include the requirement to provide PAS?**

   Some individuals with targeted disabilities cannot work unless PAS are provided to them in the workplace. The services will allow such individuals to enjoy the opportunity and independence offered by paid employment. They also will reduce the amount of taxpayer funds spent on public disability benefits by allowing such individuals to receive paid jobs in the competitive workplace.

3. **When must agencies start complying with the new PAS requirement?**

   Agencies will be required to provide PAS beginning on January 3, 2018, one year after the regulations were issued. This is called the "applicability date." The delayed applicability date will allow agencies to modify their existing practices. EEOC will provide agencies with training and technical assistance during the time leading up to the applicability date.

4. **Are there any reporting requirements regarding the agency's implementation of the PAS procedures?**

   Yes. Each agency will be required to prepare annually, and submit to EEOC for approval, an affirmative action plan that includes a copy of its PAS procedures and information on its efforts to implement them.

Do the New Regulations Apply to My Organization?

5. **Do the new regulations apply to all federal agencies?**

   Yes. All federal agencies, including federal agencies with fewer than 1000 employees, are subject to the new regulations, including the sections that require PAS. There are no waiver provisions for small agencies or blanket exclusions; all agencies are expected to budget for PAS just as they would for reasonable accommodations under the Rehabilitation Act.

6. **Does the PAS requirement apply to private businesses?**

   No. These regulations apply only to the federal government and do not apply to private businesses.

7. **Does the PAS requirement apply to federal contractors, recipients of federal funds, or state and local government employers?**

   No. Note, though, that federal contractors are subject to a different set of affirmative action requirements under Section 503 of the Rehabilitation Act. The new Section 501 regulations do not affect those requirements.

What Are PAS?

8. **Do the new regulations define PAS?**

Yes. The regulations state that "PAS" means "assistance with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, and using the restroom." The regulations do not attempt to list every activity that might constitute PAS. For example, someone providing PAS might push a wheelchair or assist someone with getting into or out of a vehicle at the worksite.

9. **Do PAS include medical services?**

   No. PAS do not include, for example, performing medical procedures (e.g., administering shots) or medical monitoring (e.g., monitoring blood pressure).

10. **Do PAS include helping an individual with a targeted disability to perform his or her own job functions?**

    No. PAS allow individuals to perform activities of daily living that an individual would typically perform if he or she did not have a disability. PAS do not help individuals with disabilities perform their specific job functions, such as reviewing documents or answering questions that come through a call-in center. PAS differ from services that help an individual to perform job-related tasks, such as sign language interpreters who enable individuals who are deaf to communicate with coworkers, and readers who enable individuals who are blind or have learning disabilities to read printed text. Those services are required as reasonable accommodations, if the individual needs them because of a disability and providing them does not impose undue hardship on the agency. An agency's obligation to provide reasonable accommodations is unaffected by the new regulations.

When Must an Agency Provide PAS?

11. **Do the new regulations place limits on an agency's obligation to provide PAS?**

    Yes. Agencies are only required to provide PAS to an individual if-

    - the individual is an employee of the agency;
    - the individual has a targeted disability;
    - the individual requires the services because of his or her targeted disability;
    - the individual will be able to perform the essential functions of the job, without posing a direct threat to safety, once PAS and any required reasonable accommodations have been provided; and
    - providing PAS will not impose undue hardship on the agency.

12. **What are "targeted disabilities"?**

    Targeted disabilities are a subset of conditions that would be considered disabilities under the Rehabilitation Act. The federal government has recognized that qualified individuals with certain disabilities face significant barriers to employment, which for some people may include lack of access to PAS in the workplace, that are above and beyond the barriers faced by people with the broader range of disabilities. The federal government calls these "targeted disabilities."

    A list of targeted disabilities can be found here: https://www.opm.gov/Forms/pdf_fill/sf256.pdf. Note, however, that not everyone with a targeted disability will be entitled to PAS under the new regulations, because only some individuals with targeted disabilities require assistance with basic activities like eating and using the restroom. Medical conditions that are more likely to result in the need for PAS include, for example, missing limbs or paralysis due to spinal cord injury.

13. **Does the requirement apply to both existing employees and to new employees?**

    Yes. Agencies must provide PAS to an employee if the conditions listed in the answer to Question 11 have been met, regardless of when the employee was hired. Even if an existing employee who is entitled to PAS under the regulations has arranged for his or her own PAS in the past, the agency will be responsible for providing PAS beginning on the regulations' applicability date, provided that the conditions listed in the answer to Question 11 have been met.

14. **Are agencies required to provide PAS during work-related travel?**

    When an agency's assignment of work-related travel results in an employee's inability to rely on his or her usual source of PAS during both work and off-work hours, agencies are required to provide PAS at all times during that work-related travel, independent of the new regulations, as a reasonable accommodation (absent undue hardship). Additionally, even if an employee's usual PAS provider is available during work-related travel, agencies are required to pay any additional costs related to providing PAS while on travel, such as transportation costs for the PAS provider, as a reasonable accommodation.

15. **Are agencies required to provide PAS to help employees commute to work?**

    No. Agencies are only required to provide PAS when the individual is working, unless he or she is on work-related travel (see answer to Question 14).

16. **Are agencies required to provide PAS during telework?**

    Yes, if the conditions listed in the answer to Question 11 have been met and the individual is entitled to telework under the agency's telework policy or as a reasonable accommodation. Agencies are cautioned not to revoke an individual's permission to telework because he or she is entitled to PAS under the new regulations.

17. **Are agencies required to provide PAS during employer-sponsored events such as holiday parties?**

    Yes. Under the new regulations, federal agencies must, as a matter of affirmative action, provide PAS for employees to participate in employer-sponsored events, to the same extent as they must provide reasonable accommodations. The Rehabilitation Act requires reasonable accommodations that enable employees with disabilities to enjoy "benefits and

privileges of employment," equal to those enjoyed by similarly situated employees without disabilities. Benefits and privileges of employment include physical access to spaces available to all employees (such as cafeterias or break rooms), employer-sponsored training, and employer-sponsored social events.

Who Will Perform the Services?

18. **Are PAS providers federal employees or contractors?**

    Agencies may use federal employees, independent contractors, or a combination of employees and contractors. Agencies also have discretion as to how to classify their PAS providers concerning pay grade, benefits, and leave.

19. **May agencies ask existing employees to provide PAS?**

    It depends on the situation. It is not appropriate to require someone who does not provide PAS or similar services as part of his or her job to assist another employee with tasks such as eating and using the restroom.

    However, the regulations do not prohibit agencies from assigning the responsibility to perform a personal assistance service to an existing employee who already performs a similar service as part of his or her regular job. Agencies that utilize this strategy should ensure that the resulting number of providers is sufficient to provide PAS in a timely manner to any agency employee who is entitled to them.

20. **Are agencies permitted to utilize a pool of PAS providers, rather than assign one PAS provider to each employee who needs one?**

    Yes, as long as each individual who is entitled to PAS under the regulations receives them in a timely manner. If utilizing a pool of providers would foreseeably result in some individuals not receiving services when they are needed, the agency should increase the number of available providers or arrange for dedicated PAS providers.

21. **Must an agency consider an employee's choice of a particular PAS provider?**

    If an agency is hiring a PAS provider who will be assigned to a single individual, and if that individual prefers a particular provider (e.g., because the provider has worked with him or her in the past), the agency must give primary consideration to the employee's choice to the extent permitted by law. However, it may not be possible to honor the individual's preferences in all cases. An agency may choose a different provider if, for example, the individual's preferred provider is not qualified or less qualified than another applicant, if the agency decides to utilize a pool of shared providers instead of dedicated providers, for reasons of cost or convenience (see answer to Question 20), or if the agency decides to have appropriate existing employees provide PAS, again, for reasons of cost or convenience (see answer to Question 19).

22. **Is the agency required to find a PAS provider of the same gender as the employee?**

    Although PAS include assistance with activities that may be considered personal, PAS providers render this assistance in a professional capacity. The central question is whether the individual can provide the necessary services. Generally, providers of one gender are no more qualified than those of another to provide such services. However, as noted in the answer to Question 21, when hiring a PAS provider who will be assigned to a single individual, the agency must give primary consideration to the employee's preferences to the extent permitted by law.

23. **Is an employee permitted to bring his or her own PAS provider to work instead of having the agency provide one?**

    An individual may request permission to bring his or her own PAS provider to work as a reasonable accommodation if the individual does not request that the agency assume the cost of providing the services. However, if the individual wants the agency to assume the cost of providing the services, the agency may have reasons to choose a different provider (see answer to Question 21).

24. **What if the position held or sought by the individual with a targeted disability requires a security clearance?**

    If an individual's PAS provider would have access to classified information, the agency should find a provider who has, or who likely could get, the appropriate security clearance. The Commission acknowledges that, under some circumstances, finding such a provider may be sufficiently difficult as to constitute an undue hardship. If an individual with a targeted disability is unable to perform essential job functions because an appropriate provider cannot be found, the agency may consider the individual to be unqualified for the position.

25. **What happens if the person who provides PAS for an employee is unavailable?**

    An agency should instruct PAS providers to notify it of any absences as soon as possible, so that it can make alternative arrangements. Such arrangements could include, for example, contracting with different providers on a short-term basis, adjusting the schedules of shared PAS providers if the agency utilizes any, or allowing the individual to telework if the employee can work at home without the need for PAS provided by the agency.

26. **Are agencies permitted to assign non-PAS job functions to PAS providers?**

    Yes. Many agencies that currently provide PAS employ individuals who also do other work-related tasks. Sometimes these work-related tasks are those that are required as a reasonable accommodation (see the answer to Question 10). Other times, the work-related tasks are the type that any assistant would provide. However, if an agency does assign additional duties to its PAS providers, it should ensure that those duties do not interfere with provision of PAS, and that all individuals who are entitled to PAS continue to receive them in a timely manner.

27. **Where can an agency find PAS providers?**

Applicants for PAS provider positions may be found in the same way that applicants for other positions are located-by advertising the opening on USAJOBS and other job posting boards. Additional resources include local vocational rehabilitation offices, American Job Centers, centers for independent living, home care agencies, and the individual who requested PAS. Additionally, some contractors are available through GSA Advantage.

What Is the Process for Getting PAS?

28. **How does an employee request PAS?**

As with reasonable accommodation, an individual may request PAS by informing a supervisor, human resources professional, or other suitable individual that he or she needs assistance with daily life activities because of a medical condition. The individual does not need to mention Section 501 or the EEOC's regulations explicitly, or use terms such as "PAS" or "affirmative action" to trigger the agency's obligation to consider the request.

29. **Is providing PAS an HR/OCHCO function or an EEO/OCR function?**

Each agency may determine whether to assign the responsibility of processing requests for PAS and arranging for PAS to HR/OCHCO or EEO/OCR staff, provided that they are given sufficient resources and training to comply with the new regulations. However, the regulations provide that the process for requesting PAS, the process for determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship, are the same as for reasonable accommodations. *See* 29 C.F.R. § 1614.203(d)(5)(v). gencies therefore may find it most effective to assign responsibility for providing PAS to a Disability Program Manager, if the agency has one, or to the individual(s) responsible for processing requests for reasonable accommodation.

30. **Are agencies required to have written procedures for processing requests for PAS?**

Yes. Many federal employees will be unfamiliar with the new PAS requirement, so it is important to have written procedures in place by the time the regulations come into effect. An agency may create separate PAS procedures or, alternatively, state in its reasonable accommodation procedures that the process for requesting PAS, the process for determining whether such services are required, and the agency's right to deny such requests when provision of the services would pose an undue hardship, are the same as for reasonable accommodations.

31. **When may an agency deny a request for PAS?**

The agency is only required to provide PAS if the requesting employee is entitled to them under the regulations. Therefore, an agency may deny a request for PAS if-

- the requestor is not an employee of the agency;
- the requestor does not have a targeted disability;
- the targeted disability does not create a need for PAS;
- the requester is not able to perform the essential functions of the job, even with PAS and any reasonable accommodations;
- the requester would create a direct threat to safety on the job, even with PAS and any reasonable accommodations; or
- providing PAS would impose undue hardship on the agency.

32. **How does an agency determine whether an individual has a targeted disability that creates a need for PAS?**

To determine whether a requesting individual is entitled to PAS, and, if so, the nature of the required services, an agency should ask the employee what types of PAS he or she needs using the same type of informal, interactive process used for reasonable accommodation. The agency should expect the process to be brief in most cases. An employee is not likely to request assistance with activities such as eating or using the restroom unless it is truly necessary, and, in general, such assistance is only necessary for individuals who have obvious targeted disabilities like paralysis and missing limbs. Where it is obvious that an employee has a targeted disability and needs the requested services, the agency may not require the individual to provide medical documentation in support of the request.

For further information on the interactive process, see the EEOC's *Enforcement Guidance on Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act*.

33. **How does an agency determine whether providing PAS would impose undue hardship on the agency?**

Under the new regulations, the term "undue hardship" has the same meaning that it has in the reasonable accommodation context. Granting a request for PAS will impose undue hardship on an agency if it would result in "significant difficulty or expense." The regulations emphasize that, as with reasonable accommodation, the determination of whether granting an individual's request for PAS would impose "significant" difficulty or expense must take into account all resources available to the agency as a whole.

34. **Are there enforcement provisions in the event that an agency denies a request for PAS?**

Agencies that fail to meet any of the regulation's requirements risk having their affirmative action plans disapproved. EEOC will work with agencies to achieve compliance with all such requirements. However, where such efforts are not successful, the Chair of the EEOC may issue a notice to the head of any such noncompliant agency and publicly identify the agency. *See* 29 CFR § 1614.102 (e). As set forth in the preamble, the regulation takes no position on the availability of a private remedy for affirmative action obligations. The EEOC believes that its procedural regulations governing complaints of discrimination in the federal sector, found at 29 CFR §1614, subpart A, are the most appropriate place to address this question.

35. **Are there confidentiality requirements and/or privacy considerations involved in providing PAS?**

Yes. The Rehabilitation Act prohibits the disclosure of medical information except in certain limited situations. Generally, information that is otherwise confidential under the Rehabilitation Act may be shared only with individuals involved in the PAS process who need to know the information to consider PAS for a specific individual.

36. **May an employer require an individual requesting PAS to self-identify as a person with a targeted disability on a form, such as OPM's SF 256?**

    No. An agency cannot require an employee to complete a self-identification form regarding whether he or she is an individual with a disability, such as OPM's voluntary "Self-Identification of Disability" form (SF-256) or any other self-identification form. The agency also cannot make completion of the form a condition of receiving PAS. Note, however, that the agency still may be able to count an individual who is receiving PAS in its annual disability workforce analysis, even if the individual does not self-identify as having a disability. *See* 29 C.F.R. § 1614.203(d)(6)(ii).

How are PAS Funded?

37. **Which part of the agency's budget pays for PAS?**

    Agencies may structure their own budgets as they see fit. However, the resources available to the agency as a whole are considered when determining whether an agency can provide PAS without undue hardship. In the Commission's experience, it is easier for individuals within an agency to determine whether the agency as a whole has sufficient resources to cover a disability-related expense, such as the cost of a reasonable accommodation, if such funds are drawn from a centralized account. The EEOC has produced several resources explaining the undue hardship standard. *See, e.g.*, EEOC, *Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act* (2002), https://www.eeoc.gov/policy/docs/accommodation.html.

38. **Is an agency required to provide PAS if the individual can rely on outside sources to provide them at no cost or a reduced cost?**

    Agencies are entitled to consider all available resources when arranging for PAS, including outside sources that are already providing PAS or are willing to provide PAS at their own expense, such as a state or veterans' rehabilitation agency. However, agencies are ultimately responsible for ensuring that the services are provided in a timely manner and cannot rely on the fact that an outside source has promised to, or is otherwise obligated to, provide PAS as a reason for denying an employee's request.

39. **Is an agency required to pay an employee's family member who provides PAS at work, but who also performs PAS off the job without compensation?**

    Yes. If that family member is hired as a professional PAS provider at a federal agency, the agency must compensate the family member as either a contractor or federal employee.

40. **Are there legal prohibitions against using agency funds to purchase some kinds of personal services that may be needed by an individual with a targeted disability?**

    No. Although federal agencies are generally not permitted to expend appropriated funds on personal expenses for employees, *see* 3 Comp. Gen. 433 (1924), those restrictions do not apply to services that agencies are legally required to provide in order to comply with Section 501. (*See* 4 GAO-RB pt. C, s. 13 (2015) (explaining that "agencies may expend appropriated funds to accomplish the purposes of the Rehabilitation Act when acting under the Act's authority and the regulatory standards that govern its application")).

41. **Won't PAS be too expensive?**

    The number of individuals with the types of disabilities that require assistance in activities of daily living and who will apply for federal employment is very low. However, in the unlikely event that the resources available to the agency as a whole are insufficient to grant a particular individual's request for PAS, the agency may deny the request on the grounds that it would impose an undue hardship. The process of determining whether providing PAS is an undue hardship is the same as the agency uses to determine whether a reasonable accommodation poses an undue hardship.

United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

FEB 20 2014

CIVIL RIGHTS DIRECTIVE 2014-02

PERSONNEL BULLETIN 14-01

To: Bureau Equal Employment Opportunity Officers
Bureau Human Resources Officers

From: Sharon D. Eller
Director, Office of Civil Rights

Thomas Mulhern
Director, Office of Human Resources

Subject: U.S. Department of the Interior Policy and Procedures on Reasonable Accommodation for Individuals with Disabilities

The attached U.S. Department of the Interior Policy and Procedures on Reasonable Accommodation for Individuals with Disabilities are effective immediately. In accordance with the Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act Amendment Act of 2008; 29 Code of Federal Regulations, Part 1630; Code of Federal Regulations, Part 1614.203(b); and the Genetic Information Non-discrimination Act of 2008, the Department will provide reasonable accommodation for the known physical and intellectual limitations of qualified employees and applicants with a disability unless the accommodation imposes an undue hardship on the Department. The policy and procedures described in this document apply to all employees of the Department and applicants for employment with the Department who have a disability as defined by law. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15 (DM 373 15). The reasonable accommodation procedures, previously released on September 7, 2005, are rescinded.

The policy and procedures on reasonable accommodation are on the Office of Civil Rights website http://www.doi.gov/eeo and the Office of Human Resources ACCESS Center website http://www.doi.gov/accesscenter/index.cfm. For more information on Departmental policy and procedures on reasonable accommodation, contact the Office of Civil Rights, (202) 208-5693 and the Office of Human Resources, (202) 208-5694.

Attachments

cc: Bureau/Office Heads
Office of the Solicitor
Human Capital Officers
Office of Emergency Management
Office of Occupational Health and Safety

United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

TAKE PRIDE IN AMERICA

CIVIL RIGHTS DIRECTIVE NO. 2014-02 FEB 20 2014

PERSONNEL BULLETIN NO. 14-01

SUBJECT: Reasonable Accommodation for Individuals with Disabilities

1. Purpose.

In compliance with the authorities listed below, the Department of the Interior has established policy and procedures for processing reasonable accommodation requests. This Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01 supersede Departmental Manual, Part 373, Chapter 15 (373 DM 15), Reasonable Accommodation for Individuals with Disabilities, dated September 7, 2005. This document outlines the requirements and instructions by which Departmental employees will act on requests for reasonable accommodation from employees and applicants for employment. This document remains in effect until either rescinded or superseded by the new Departmental Manual Chapter 15.

2. Authority.

A. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791)
B. Americans with Disabilities Act Amendments Act of 2008 (42 U.S.C. 12101)
C. 29 CFR Part 1630 (Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act); 29 CFR 1614.203(b) (applying ADA regulations to Rehabilitation Act)
D. Genetic Information Non-discrimination Act of 2008
E. Equal Employment Opportunity Commission Management Directive 715

3. Policy.

The Department of the Interior (DOI) will provide reasonable accommodation for the known physical or intellectual limitations of qualified employees and applicants with a disability unless the accommodation would impose an undue hardship on the DOI.

4. Scope.

The policy and procedures in this document apply to all employees of the DOI and applicants for employment with DOI who have a disability as defined by law (see Appendix: Reasonable Accommodation Policy and Procedures).

5. Responsibilities.

A. ***The Director, Office of Civil Rights*** is designated as the DOI management official responsible for ensuring there is DOI-wide policy on reasonable accommodation and

that reasonable accommodations are made for qualified employees or applicants with a disability in accordance with applicable laws, regulations, and bargaining unit agreements.

B. ***The Disability Program Manager (DPM)*** is responsible for the development, implementation, and operation of the bureau/office's disability program– including providing guidance on reasonable accommodation matters related to employees and applicants. The DPM is responsible for promoting equal opportunity and equal access for individuals with disabilities.

C. The servicing ***Human Resources Officer (HRO)*** is responsible for providing operational human resources services to the bureau/office. The HRO, or designated staff, is responsible for assisting deciding officials in processing reasonable accommodation requests; determining essential functions of the job; identifying effective accommodations; conducting job analyses on vacant positions, in case of reassignment as a last resort; and removing barriers from the hiring process. The HRO is responsible for training human resources specialists who are involved in the application process to recognize requests for reasonable accommodation and handle them in accordance with DOI Reasonable Accommodation Policy and Procedures.

D. ***Supervisors, managers, and office directors, or designated staff***, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing Human Resources Office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.

E. ***SOL employment attorneys*** are responsible for providing legal advice regarding: the Rehabilitation Act, including its prohibitions and requirements; EEOC regulations and enforcement guidance applicable to the Rehabilitation Act and to reasonable accommodation; what constitutes a qualified individual with a disability; requests for reasonable accommodation; and reasonable accommodation assessments and decisions.

F. ***Employees and applicants for employment*** are responsible for bringing their requests for reasonable accommodation to the attention of the appropriate agency official, for timely providing appropriate supporting medical and/or other documentation upon request, and for participating in the interactive process. Employees and applicants may use an alternate dispute resolution approach to working through their requests with deciding officials. The DOI Office of Collaborative Action and Dispute Resolution is available to provide assistance throughout the reasonable accommodation process, including the reconsideration and appeal phases.

G. Each ***bureau/office*** will designate a DPM who has the responsibilities outlined in paragraph 5.B above.

H. ***Management*** is responsible for timely decisions once a reasonable accommodation request is received. The deciding official may solicit subject matter experts – such as a medical officer, human resources officer, civil rights officer, or DPM – either individually or by committee, for guidance, information, and assistance in identifying appropriate and effective reasonable accommodation solutions. Conferring with appropriate subject matter experts does not relinquish the deciding official's responsibility to render a decision, notify the employee or applicant, or provide the accommodation solution within established timelines. Timelines are specified in the Reasonable Accommodation Policy and Procedures. Notwithstanding the timeframes prescribed in the procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in the procedures, bureaus must make every effort to do so. Care must be taken to ensure preservation of confidentiality in processing requests for reasonable accommodation.

6. Information Tracking and Reporting.

A. ***Decision Maker:*** The deciding official must complete the Decision Documentation (See Appendix, Reasonable Accommodation Policy and Procedures, Attachment 2) and submit it to the bureau/office Servicing Human Resources Office within ***10 business days*** of the decision.

(1) The deciding official must attach to the form copies of all information received as part of processing the request.

(2) Medical documents must be protected as required by the Privacy Act (PA) and the Health Insurance Portability and Accountability Act (HIPAA). ***Medical documents received as part of the reasonable accommodation request must be separated from other documents, placed in a sealed envelope marked "HIPAA/PA Documents," and maintained by the servicing Human Resources Office in secure storage separate from official personnel files.***

(3) The bureau/office servicing Human Resources Office must maintain these records for the length of the employee's tenure with DOI or for five (5) years, whichever is longer.

B. ***The bureau/office EEO Office*** will prepare an annual report, to be made available to the DOI, Office of Civil Rights. The report will contain the following information, presented in aggregate:

(1) the number of reasonable accommodations, by type, that was requested in the application process and whether those requests were granted or denied;

(2) the jobs (occupational series, grade level, and office) for which reasonable accommodations were requested;

(3) the types of reasonable accommodations that were requested for each of those jobs;

(4) the number of reasonable accommodations, by type, for each job that was granted, and the number of accommodations, by type, that was denied;

(5) the number of requests for reasonable accommodations, by type, that relate to the benefits or privileges of employment, and whether those requests were granted or denied;

(6) the reasons for denial of requests for reasonable accommodation;

(7) the amount of time taken to process each request for reasonable accommodation;

(8) the sources of technical assistance that were consulted to identify possible reasonable accommodations; and

(9) a qualitative assessment of the bureau/office's reasonable accommodation program, including any recommendations for program improvement or changes in the reasonable accommodation practices and procedures.

C. The DOI, Office of Civil Rights shall prepare an aggregate report making such information available to all bureau/office EEO Offices and Human Resources Offices. The report shall be retained for at least three (3) years. Upon request from EEOC, the report will be used to provide information that tracks DOI's performance with regards to the provision of reasonable accommodation to individuals with disabilities.

7. **Point-of-Contact(s).** The Departmental point of contacts for this policy matter are the Department of the Interior, Office of Civil Rights, (202) 208-5693 and the Department of the Interior, Office of Human Resources, (202) 208-5694.

Sharon D. Eller, Director
Office of Civil Rights

2/20/2014
Date

Thomas Mulhern, Director
Office of Human Resources

2/20/2014
Date

Attachment: Appendix: Reasonable Accommodation Policy and Procedures

APPENDIX: Reasonable Accommodation Policy and Procedures

1. Purpose:

1.1. The Department of the Interior (DOI) Reasonable Accommodation Policy and Procedures, Appendix, with Attachments 1-9, supplements the Civil Rights Directive (CRD) 2014-02 and Personnel Bulletin (PB) 14-01, Reasonable Accommodation for Individuals with Disabilities and sets policy for DOI bureaus and offices (collectively referred to as Bureaus throughout this appendix).

1.2. Bureau supplements shall be consistent with the policy and intent of CRD 2014-02 and PB 14-01, including this appendix in its entirety.

2. Goals: The goals of the Department's Reasonable Accommodation (RA) program are to ensure:

2.1. DOI complies with federal law and regulation

2.2. Eligible employees are assured an effective accommodation to the greatest extent possible preserving their expertise and contribution to the Department's mission

2.3. Eligible employees are treated fairly throughout the RA process

2.4. DOI's RA program is fully transparent.

3. Definitions:

3.1. ***Essential functions of a job***: job duties that are so fundamental to the position that the individual cannot do the job without being able to perform them. A function can be "essential" if, among other things, the position exists specifically to perform that function, there are a limited number of other employees who could perform the function if it were assigned to them, or the function is specialized and the incumbent is hired based on his/her ability to perform it. Determination of the essential functions of a position must be conducted on a case-by-case basis so that it reflects the job as actually performed, and not simply the components of a generic position description. The term "essential functions" does not include the marginal functions of the position.

3. 2. ***Genetic Monitoring***: the periodic medical examination of employees to determine whether any of their genes have been affected by the toxic substances they use or are exposed to in performing their jobs.

3.3. ***Genetic Test***: the "analysis of human DNA, RNA, chromosomes, proteins, or certain metabolites in order to detect disease-related genotypes or mutations."

3.4. ***Genetic Service***: a health service, including genetic tests, provided to obtain or interpret genetic information for diagnostic or therapeutic purposes, or for purposes of genetic education or counseling.

3.5. ***Individual with a disability***: is a person who has a physical or intellectual impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such impairment. Individuals must fit either the "actual" or "record of" definition to be eligible for a reasonable accommodation. Individuals who only meet "regarded as" are not entitled to a reasonable accommodation. Mitigating measures other than "ordinary eyeglasses or contact lenses" shall not be considered in assessing whether an individual has a disability.

3.6. ***Physical or intellectual impairment***:

3.6.1. is any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as, but not limited to, neurological, musculoskeletal, special sense organs, cardiovascular, reproductive, digestive, respiratory (including speech organs), genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine, or any intellectual or psychological disorder, such as intellectual disability, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

3.6.2. An impairment that is episodic or in remission is a disability if it substantially limits a major life activity when active.

3.7. ***Reasonable accommodation***: a modification or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question. There are two other categories of reasonable accommodation. Modifications or adjustments:

3.7.1. to a job application process that enable a qualified applicant with a disability to be considered for a job.

3.7.2. that enable employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by similarly situated employees without disabilities.

3.8. ***Major life activities***: are functions such as, but not limited to, caring for one's self, performing manual tasks, walking, seeing, hearing, eating, sleeping, speaking, breathing, learning, working, sitting, standing, lifting, bending, and mental processes such as thinking, concentrating, and interacting with others and incorporates major bodily functions (e.g. functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions).

3.9. ***Qualified individual with a disability***: is a person who satisfies the skill, experience, education and other job-related requirements of a position that the individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

3.10. ***Record of such an impairment***: having a history of, or being classified (or misclassified) as having an intellectual or physical disability that substantially limits one or more major life activities.

3.11. ***Regarded as having such impairment***: having an actual or perceived physical or intellectual impairment, whether or not that impairment substantially limits major life activities.

3.12. ***Undue hardship***: a specific type of accommodation which causes significant difficulty or expense at the Department level (not bureau or staff office) to accomplish. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship. Alternatives will be explored to determine if there are other effective accommodations.

3.13. ***Protected Genetic Information***: information about:

3.13.1. An individual genetic test

3.13.2. The genetic tests of an individual's family members

3.13.3. The occurrence of a disease, or medical condition or disorder in family members of the individual (family medical history).

4. Decision Making Authority:

4.1. Supervisors, managers, and office directors, or designated staff, shall serve as deciding officials on requests for reasonable accommodations. Deciding officials should consult with appropriate officials, such as the servicing human resources office, Departmental or bureau Disability Program Manager (DPM), facilities managers, information resource management specialists, employment attorneys in the Solicitor's (SOL) Office, or other individuals that can assist in determining appropriate and effective accommodations.

4.2. Deciding officials must engage in the interactive process with the individual requesting the accommodation. A request for reasonable accommodation is the first step in an informal, interactive process between the individual and the supervisor. Resources, such as the DPM and the Office of Collaborative Action and Dispute Resolution, are available to help ensure a productive communication process.

4.3. Deciding officials are encouraged to contact SOL employment attorneys with questions and requests for legal advice regarding the Rehabilitation Act, including its prohibitions and requirements, and the EEOC's regulations and enforcement guidance. SOL employment attorneys are available to provide legal advice and guidance regarding, among other things, what constitutes a "qualified individual with a disability," and request for reasonable accommodation.

5. Responsibilities: Refer to Civil Rights Directive 2014-02 and Personnel Bulletin 14-01.

6. Process Description: There are five possible phases of the RA process: initiation of request, consideration, decision, reconsideration, and appeal. Attachment 4 is a flow chart of the RA process and Table 1 summarizes the time limits associated with reasonable accommodation processing. The remainder of this section is an accompanying narrative.

6.1. ***Initiation of Request Phase***:

6.1.1. In this phase, the employee or applicant, or someone on his/her behalf, submits a request for an accommodation. If, on behalf of an employee or applicant, an accommodation is requested by a family member, health professional, or other representative, a signed statement should be provided by the employee or applicant

stating the name of the representative and authorizing him/her to speak with agency officials and engage in the interactive process.

6.1.2. An individual with a disability may submit his/her request for accommodation to any of the following: his/her supervisor; a supervisor or manager in his/her immediate chain of command; the Equal Employment Opportunity Officer, the Human Resources Officer, or the Disability Program Manager. An applicant with a disability may submit his/her request to any agency employee with whom he/she has contact or the Human Resources Officer. Additional information, as appropriate, may be obtained through the interactive process which follows the request. Communication is a priority throughout the entire process; particularly when the specific effective accommodation is not obvious or the parties are considering different forms of reasonable accommodation. Alternative dispute resolution (ADR) can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. In the event an employee opts for ADR, the timeframes specified in this appendix are suspended until the ADR process has concluded for the following:

6.1.2.1. Responding to requests for accommodation.

6.1.2.2. Processing requests for reconsideration of Reasonable Accommodation decisions.

6.1.2.3. Processing Reasonable Accommodation appeals.

6.1.3. A verbal request for accommodation is deemed accepted when made. The recipient of the verbal request must not wait until it is in writing to action the request.

6.1.4. If medical information is required and the employee or applicant is unable to provide sufficient information in support of the request, the deciding official may request that the individual be examined by a healthcare professional of the organization's choice and at the organization's expense. Any such medical examination must be limited to determining the existence of a disability and/or the functional limitations that require an accommodation. Where a medical examination is warranted, the deciding official must explain to the individual that failure to agree to take the medical examination could result in a denial of the accommodation.

6.1.5. If the employee fails to provide required documentation (medical or other) in a timely manner, the request for accommodation is returned to the employee with the explanation that the request could not be considered due to the lack of requested documentation.

6.2. ***Consideration Phase***: In this phase, management determines whether or not to provide the accommodation or whether to present an alternative accommodation. After a request from a qualified individual with a disability is received, the request is reviewed to determine if it is reasonable and effective. In the context of job performance, this means that the reasonable accommodation enables the individual to perform the essential functions of the position.

6.3. ***Decision Phase***: In this phase, management notifies the employee/applicant of the decision to provide the requested accommodation, not provide an accommodation or present an alternative accommodation. The decision memorandum shall be emailed, mailed or presented to the individual within 15 business days or sooner. If medical documentation is required by the

deciding official, the deciding official will issue a decision within 15 business days from the date the official received the required medical documentation.

6.3.1. If there is a delay in processing the request for reasonable accommodation, the deciding official must investigate whether there are temporary measures that can be taken to assist the individual. Additionally, the deciding official must notify the individual of the reason for the delay. To the extent possible, the individual must be kept informed of the expected completion date.

6.3.2. In instances that may require expedited processing of reasonable accommodation requests (i.e., enable an individual to apply for a job or to participate in a specific agency activity that is scheduled to occur shortly), the deciding official must make every effort to complete the process quickly.

6.3.3 If the employee has requested a type of reasonable accommodation that he/she is likely to need on a repeated basis (i.e., sign language interpreting), he/she cannot be required to submit a formal written request each time the accommodation is needed. Once a reasonable accommodation is approved the first time, subsequently, the employee may obtain the accommodation by verbal notice to the appropriate official.

6.3.4. Denials of requests for reasonable accommodation must be in writing and specifically explain the reasons the request was denied (i.e., why the medical documentation is inadequate to establish that the individual has a disability or needs an accommodation; why the requested accommodation would not be effective; or why the accommodation would pose an undue hardship). Denials must include information about the individual's right to file an EEO complaint and to invoke other statutory processes as well as information about the availability of ADR.

6.4. ***Reconsideration Phase***: In this phase, the employee/applicant who disagrees with the decision made may ask the deciding official to reconsider the decision. The employee/applicant may provide additional information/documents in support of the request for reconsideration. Response to the request for reconsideration should be provided in no more than ten business days from receipt of the request or receipt of additional information, if provided.

6.5. ***Appeal Phase***: In this phase, if reconsideration did not result in a reversal of the initial decision, the employee/applicant may appeal the decision to the next level of management. The employee/applicant may provide additional information in support of the appeal. Response to the appeal should be provided in no more than ten business days from receipt of the appeal or receipt of additional information, if provided. There is no higher level of appeal after this phase.

TABLE 1 - TIME LIMITS

Action	Business Day Limit
Forwarding RA requests to the supervisor if received by any other employee	10
Decision memo provided to requestor when no medical documents are required	15
Providing an approved accommodation	20
Decision memo provided to requestor when medical documents are required	10 from date medical information received
Notification of Delayed Implementation of an RA	Every 10 until fully implemented
Decision of a Request for Reconsideration	10
Decision of an Appeal of a Reconsideration Decision	10

Notwithstanding the timeframes prescribed by these procedures, some accommodations can be provided in less time. In instances where reasonable accommodations can be provided in less time than prescribed in these procedures, bureaus should make every effort to do so.

7. Documentation:

7.1. Requests for RA must include (Initiation Phase):

7.1.1. When the disability is clear and apparent: a written (email or memo) or verbal request from the applicant or employee asking for the RA and how the requestor would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone).

7.1.2. When the disability is not obvious, not already known or the employee has not already provided sufficient information to establish the existence of the disability, the employee/applicant must provide:

7.1.2.1. A written (email or memo) or verbal request specifying the reason for the RA and the specific form of RA desired, how the employee/applicant would like to be advised of the outcome of the request (mail, email, in-person - may not be by phone) and if there is an urgency associated with the request (and if so, what it is).

7.1.2.2. A signed statement from a medical professional (physician or an occupational health specialist such as an occupational health nurse or occupational nurse practitioner or occupational physician assistant). The statement must be on the provider's letterhead and must include the following elements:

7.1.2.2.1. Requestor's name.

7.1.2.2.2. The nature, severity, and duration of individual's impairment;

7.1.2.2.3. The activities that the impairment limits;

7.1.2.2.4. The extent to which the impairment limits the individual's ability to perform the activities; and

7.1.2.2.5. Why the individual requires reasonable accommodation or the particular reasonable accommodation requested, as well as how the reasonable accommodation will assist the employee to perform the essential functions of his/her job or enjoy a benefit of the workforce, or, in the case of an applicant, assist him/her with the application process.

7.2. The deciding official may request medical documentation if it is not provided by the employee/applicant only when the disability is not known, when the disability is not apparent, or when the deciding official does not understand how the requested accommodation will enable the requestor to perform the essential functions of his/her job or, in the case of an applicant, assist in the job application process. Attachment 9 provides a sample "Request for Medical Information."

7.3. Documentation during the Consideration and Decision Phases:

7.3.1. Includes a decision memorandum signed by the deciding official.

7.3.2. The decision memorandum shall consider all the criteria in Attachment 2, and shall be in the format outlined in Attachment 3. Each item in paragraph A2.7 must be addressed in the decision memorandum.

7.4. Documentation during the Reconsideration and Appeal Phases:

7.4.1. Reconsideration requests and appeals must include all previously submitted documents and decision memorandum.

7.4.2. Requests for reconsideration and appeals must include the reason for the request/appeal, any new information, and the specific form of RA requested.

7.4.3. A decision memorandum by the reconsideration decision authority is required using the format in Attachment 3.

7.4.4. A decision memorandum by the appeal authority is required using the format in Attachment 3.

7.5. Special Considerations for Medical Documents.

7.5.1. Medical documents must be protected as required by the Privacy Act and the Health Insurance Portability and Accountability Act. It is expected that the immediate supervisor and human resources, will have access to medical documents necessary to consider the reasonable accommodation request. At the request of the deciding official, other individuals, such as the DPM and SOL, may be granted access to medical information if those individuals need access to the information to provide guidance or consultative services to the deciding official.

7.5.2. Where medical information is disclosed, the disclosing official shall inform those individuals to whom the information was released that the information is confidential and covered by various federal laws and executive orders. Medical information is not disclosed except:

7.5.2.1. With consent of the individual, first aid and safety personnel may be told if the disability might require emergency treatment;

7.5.2.2. Government officials may be given information necessary to investigate DOI compliance with the Rehabilitation Act;

7.5.2.3. To workers' compensation offices or insurance carriers when part of a workers' compensation claim;

7.5.2.4. To EEO officials to maintain records, evaluate, and report on bureau's performance; or

7.5.2.5. To comply with a federal court order.

7.5.2.6. Protected genetic information and information about an employee's request for or receipt of genetic services may be provided in limited circumstances to:

7.5.2.6.1. The employee;

7.5.2.6.2. A person conducting research that complies with 45 C.F.R. Part 46, which concerns research, involving human subjects;

7.5.2.6.3. Individuals or organizations if required by federal law;

7.5.2.6.4. The United States Congress or US Federal Court in response to a congressional subpoena or an order from a court with competent jurisdiction; or

7.5.2.6.5. Executive branch officials investigating compliance with Executive Order 13145.

7.5.3. While medical documents, when necessary, are expected to be part of the process, once received, they must be separated from other documents, placed in a sealed envelope marked "HIPAA/PA Documents," and maintained in secure storage separate from official personnel files by the servicing human resource office.

7.5.4. After the reasonable accommodation process is complete, medical documents are sealed in a separate envelope from other case documents and filed in a secure location, separate from official personnel files by the servicing human resource office.

7.6. All requests for, and provision of, reasonable accommodations and associated documents are confidential and must be appropriately protected from disclosure. For example, a manager or employee involved in the process must not disclose that an employee is receiving a reasonable accommodation.

7.7. Organizations are required to maintain information and provide reports as outlined in CRD 2014-02 and PB 14-01.

8. Conditions Associated With, and Types of Reasonable Accommodation:

8.1. Conditions Associated with Reasonable Accommodation.

8.1.1. Accommodations shall not include changing the essential functions of a job.

8.1.2. The need for accommodation can be reduced if organizations implement practices that will reduce barriers to effective workplace practices and job design.

8.1.3. Organizations (bureaus and staff offices) should consider establishing a central pool of readers and interpreters, and implementing funding mechanisms that will avoid charging individual offices for the cost of accommodations.

8.1.4. Organizations are expected to limit impediments that may cause unnecessary delay in providing reasonable accommodation, by reviewing and modifying, in advance of a specific request, policies that might affect the bureau's ability to respond promptly to requests for reasonable accommodation. For example: the purchasing or leasing of equipment; the hiring of, or contracting for, readers, interpreters, or other assistants; and the flexibility to approve leave or to restructure work schedules.

8.2. Accommodations are individualized to meet the needs of the requestor. The deciding official will consider a broad range of options to appropriately accommodate the requestor.

8.2.1. Expense may be a factor when considering reasonableness. For example, if both a special piece of hardware and a specialized software program can provide an appropriate and effective accommodation, the less expensive alternative may fall within the realms of being a reasonable accommodation and therefore should normally be provided. Employees/applicants are entitled to effective and reasonable accommodations, but not necessarily entitled to the accommodation of his/her choice.

8.2.2. Examples of the kinds of actions that may constitute reasonable accommodation are (not an exhaustive list):

8.2.2.1. Making facilities readily accessible to and usable by a person with a disability.

8.2.2.2. Job restructuring (does not include changing the essential duties of the position), including part-time or modified work schedules.

8.2.2.3. Acquisition or modification of equipment or devices.

8.2.2.4. Appropriate adjustment or modification of examinations (does not include changing examination questions).

8.2.2.5. Provision of readers and interpreters.

8.2.2.6. Accommodations for meetings, conferences, training and seminars (e.g. interpreters, specific seating arrangements, tables that accommodate wheel chairs).

8.2.2.7. As a last resort, reassignment which may include reassignment out of the home bureau if the Department has an appropriate placement. Reassignment is not available to job applicants - only current employees.

8.2.2.7.1. When no other form of accommodation is appropriate, reassignment must be provided, absent undue hardship, to an employee who, because of a disability, can no longer perform the essential functions of the position he/she holds, with or without reasonable accommodation.

8.2.2.7.2. Reassignments may be made only to a vacant position. The law does not require that agencies create new positions or move employees from their jobs in order to create a vacancy.

8.2.2.7.3. Detailed guidance for implementing this accommodation is included in Personnel Bulletin 08-09, May 2008. The deciding official should be aware of several key policies associated with a reassignment which include:

8.2.2.7.4. If the deciding official determines that no reasonable accommodation will enable the employee to perform the essential functions of his/her position, the deciding official must, in consultation with the employee, consider reassignment of the employee to a vacant funded position for which he/she is qualified. The determination on qualifications will be made by the deciding official, in consultation with the Servicing Human Resources Officer and DPM. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position.

8.2.2.7.5. Reassignment to a vacant funded position may occur first within the bureau and geographical area where the employee is already employed. In the event a position cannot be found in the employee's current bureau and geographical area, a suitable position may be identified in a different bureau within the employee's current geographical area. In the event a position cannot be found within the employee's current geographical area, a suitable position may be identified in a different geographical area, regardless of bureau. This may constitute a last resort accommodation.

8.2.2.7.6. If the employee is willing to be reassigned to a different geographical area, the Office Director, or designee, shall confer with the Servicing Human Resources Officer for that geographical area to determine whether the employee is qualified for any particular position(s) available in that area. If any such position(s) is identified, a determination will be made as to whether the employee would need an accommodation to perform in any such position. If a needed accommodation is found to be reasonable, such position must be offered to the employee.

8.2.2.7.7. If an employee is reassigned to a different geographical area, the employee must pay for any relocation expenses unless the transferring bureau routinely pays such expenses when granting voluntary transfers to other employees.

8.3. When considering whether an accommodation presents an undue hardship, the hardship must exist at the Department level, not bureau level, for the deciding official to deny providing

the accommodation. If the deciding official believes an undue hardship exists at the Department level, the bureau shall coordinate with the Department's DPM who is responsible for providing guidance on reasonable accommodation, including alternative accommodations.

8.4. Undue hardship occurs if a specific type of accommodation causes significant difficulty or expense by the Department to accomplish. In such a case, that particular accommodation does not have to be provided. Determination of undue hardship is always made on a case-by-case basis, considering such factors:

8.4.1. Nature and cost of the accommodation;

8.4.2. Overall size of the program with respect to the number of employees, number and type of facilities, and size of budget; and

8.4.3. Type of operation, including composition and structure of the workforce.

8.5 Every attempt must be made to implement approved reasonable accommodations in as short of a time as possible. Extenuating circumstances are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. These may include, but are not limited to, situations in which equipment is on back order, the vendor typically used by the organization has unexpectedly gone out of business, or the accommodation requires restructuring facilities.

8.6. An important part of the process is monitoring accommodations after they are in place. Because changes occur, supervisors may need to periodically check the effectiveness of implemented accommodations. For example, an accommodation may stop being effective if there are changes in the employee's limitations, workplace equipment, or the work itself. The most effective way for supervisors to monitor accommodations is to maintain interactive communication with the employee.

Attachment 1

References

A1.1. Section 501 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 791). Prohibits discrimination in employment within federal executive branch agencies in the hiring, placing, and advancing of individuals with disabilities.

A1.2. Americans with Disabilities Act (ADA) Amendments Act, 2008. Re-emphasizes the prohibition of discrimination against individuals with disabilities and further defines disability and other terms used in Section 501 of the Rehabilitation Act of 1973.

A1.3. U.S. Equal Employment Opportunity Commission (EEOC) Regulations at 29 CFR Part 1614 (Federal Sector Equal Employment Opportunity). Establishes the rules and procedures for federal executive branch agencies to create and maintain equal employment opportunity complaint processing procedures and affirmative employment programs.

A1.4. EEOC Management Directive 715. Provides policy guidance and standards for establishing and maintaining effective affirmative programs of equal employment opportunity and equal access for all employees.

A1.5. Genetic Information Non-discrimination Act (GINA), 2008. Prohibits employers and other entities covered by GINA from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by this law.

A1.6. Executive Order 13145, To Prohibit Discrimination in Federal Employment Based on Genetic Information. Prohibits federal executive branch agencies from discriminating against applicants and employees on the basis of genetic information.

A1.7. DOI Personnel Bulletin 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodation. This PB, issued May 5, 2008, provides detailed guidance on when an employee must be reassigned as a reasonable accommodation. Reassignment is not available to applicants - only current employees.

A1.8. Privacy Act of 1974. Addresses confidentiality of medical documentation, to include collection and storage.

Attachment 2

Decision Making Guidelines

A2.1. Accommodations are determined on a case-by-case basis, taking into consideration the needs of the applicant or employee, his/her specific disability, the essential duties of the position in question, the work environment, and the reasonableness and effectiveness of the proposed accommodation. In all cases where the requested accommodation is not approved, the employee/applicant must be consulted before an alternative is provided.

A2.2. An accommodation must be work-related. DOI does not provide personal use items needed in accomplishing daily activities both on and off the job as a reasonable accommodation. For example, DOI does not provide an employee with a prosthetic limb, a wheelchair, eyeglasses, hearing aids, or similar devices if they are also needed off the job. Furthermore, DOI does not provide personal use amenities, such as a coffee maker or refrigerator, if those items are not provided to employees without disabilities. However, items that might otherwise be considered personal may be required as reasonable accommodations where they are specifically designed or required to meet job-related requirements.

A2.3. Accommodation must be considered in training, merit staffing processes, and all aspects of employment that would be adversely affected if the bureau failed to provide reasonable accommodation.

A2.4. When providing auxiliary aids (e.g., assistive technology, ergonomic equipment, TTY, interpreter), preference should be given to what was requested by the individual with the disability, unless the item requested is ineffective or unreasonable.

A2.5. Accommodations must be made to known physical and intellectual limitations. DOI bureaus/ shall not make an accommodation for a job interview, or for an existing job, until the applicant or employee has communicated his/her needs.

A2.6. Human Resource officials shall ensure that vacancy announcements explain how applicants may apply for a reasonable accommodation if needed during the application process.

A2.7. Deciding officials shall consider the following criteria when deciding whether to approve a reasonable accommodation request:

A2.7.1. Is the accommodation necessary for the performance of essential duties?

A2.7.2. What effect will the accommodation have on the bureau's operation and the employee's job performance?

A2.7.3. To what extent does the accommodation compensate for the abilities of an employee with a disability?

A2.7.4. Will the accommodation give the employee the opportunity to function, participate, or compete on an equal basis with co-workers?

A2.7.5. Are there alternatives that would accomplish the same purpose?

A2.7.6. The employee's or applicant's specific disability and existing abilities.

A2.7.7. The essential duties of the particular job.

A2.7.8. The work environment.

A2.7.9. Whether the requested accommodation would result in undue hardship for the organization (see paragraph 8.3.).

Attachment 3

Decision Documentation Template

1. Name of individual requesting reasonable accommodation:

_____

2. Office of requesting individual:

_____

3. Date reasonable accommodation request received: _____

4. Who received request: _____

5. Job held or desired by individual requesting reasonable accommodation (including occupational series, grade level, and office):

_____

6. Reasonable accommodation needed for: (check one)

_____ Application process

_____ Performing job functions or accessing the work environment

_____ Accessing benefit or privilege of employment (e.g., attending a training program or office event outside of the workplace)

7. Type(s) of reasonable accommodation requested (e.g., adaptive equipment, staff Assistant and removal of architectural barrier):

_____

_____

8. Date reasonable accommodation request sent to Deciding Official: _____

9. Name of Deciding Official: _____

10. Reasonable accommodation: (check one)

_____ Approved

_____ Denied (If denied, attach a copy of the written denial)

_____ Offered an alternative accommodation (attach a detailed explanation)

11. Date reasonable accommodation approved or denied: _____

12. Describe the reasonable accommodation provided:

_____

13. Date reasonable accommodation provided: _____

14. If time frames outlined in the Reasonable Accommodation Procedures were not met, explain why.

_____

_____

15. Was medical information required to process this request? If yes, explain why. List the documents submitted on behalf of the individual.

_____

_____

16. Sources of technical assistance, if any, consulted in trying to identify possible reasonable accommodations (e.g., Job Accommodation Network, disability organization, Disability Program Manager):

_____

_____

17. Comments:

_____

_____

_____

Deciding Official's Signature: _____

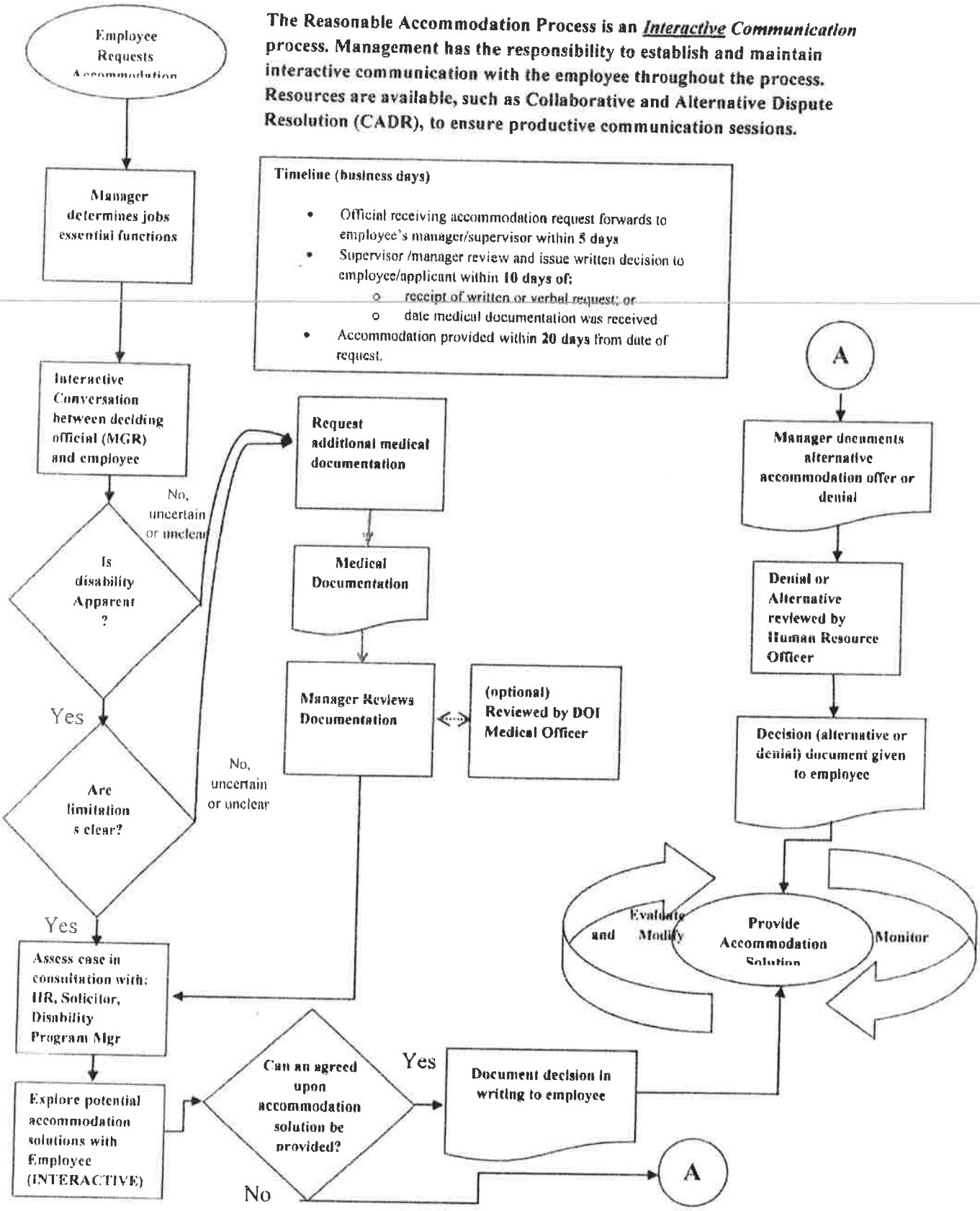
Date: _____

Phone Number: (____)_____

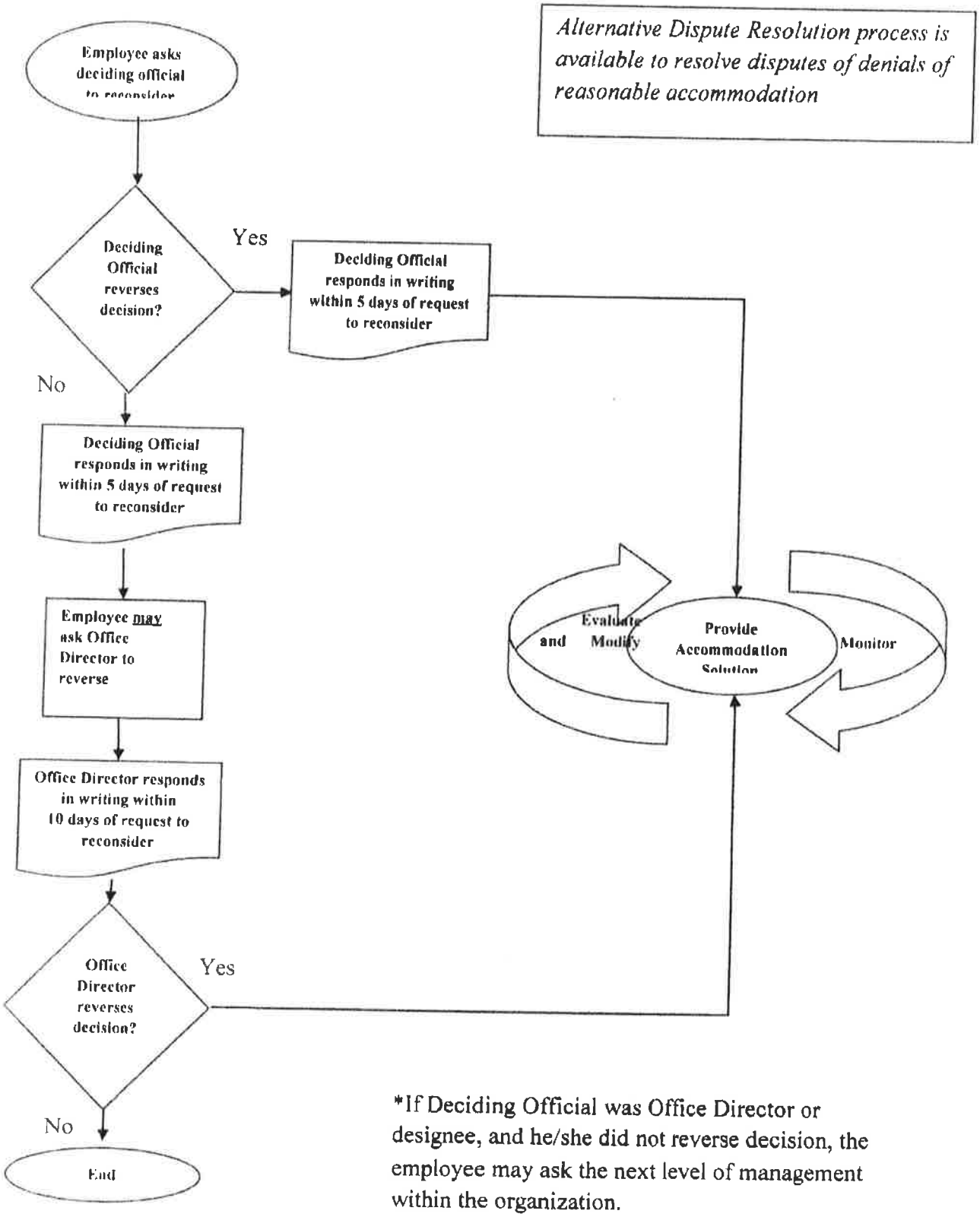
Attachment 4
Process Flow Chart

A 4.1- Reasonable Accommodation Process

The Reasonable Accommodation Process is an *Interactive Communication* process. Management has the responsibility to establish and maintain interactive communication with the employee throughout the process. Resources are available, such as Collaborative and Alternative Dispute Resolution (CADR), to ensure productive communication sessions.



A 4.2- Reconsideration Process



*If Deciding Official was Office Director or designee, and he/she did not reverse decision, the employee may ask the next level of management within the organization.

Attachment 5

Selected Reasonable Accommodation Resources

A5.1. U.S. Equal Employment Opportunity Commission. 1-800-669-3362 (Voice), 1-800-800-3302 (TTY), Web: http://www.eeoc.gov/

A5.1.1. 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, and (3) A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act. 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.

A5.1.2. 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.

A5.1.3. All of the above-listed documents, with the exception of the Technical Assistance Manual is 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.

A5.1.4. The EEOC website also provides guidance on Executive Order 13145: To Prohibit Discrimination in Federal Employment Based on Genetic Information.

A5.2. Job Accommodation Network (JAN). 1-800-232-9675 (Voice/TTY), Web: http://askjan.org.JAN is a free consulting service that provides information about job accommodations, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), and the employability of people with disabilities.

A5.3. Computer/Electronic Accommodations Program (CAP). (703) 681-8813 (Voice/TTY), Fax: (703) 681-9075, Web: http://www.cap.mil.CAP has a memorandum of understanding with the DOI to provide assistive technology and accommodation services for employees with disabilities.

A5.4. 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.

A5.5. Registry of Interpreters for the Deaf. (703) 838-0030 (Voice), (703) 838-0459 (TTY), Web: http://www.rid.org.The Registry offers information on locating and using interpreters and transliteration services.

A5.6. 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.

A5.7. Department of the Interior Access Center. (202) 208-5481 (Voice), (202) 208-6248 (TTY), Web: http://www.doi.gov/access.The DOI Access Center opened in October 2000 to support employees with disabilities by determining the appropriate assistive technology and ergonomic solutions for the individual. These accommodations are surprisingly affordable ways to enable employees with a disability to have equal access to information technology that is essential in today's workplace.

Attachment 6

Utilizing Sign Language Interpreters

A6.1. The individual or office scheduling a meeting or an event that will require interpreting services (staff meeting, training, office function, etc.) is responsible for arranging for the presence of interpreters.

A6.2. A DOI employee who knows sign language or who is taking a sign language class is not an acceptable substitute for an interpreter; the individual must be certified as a sign language interpreter. DOI bureaus may contract for such services.

A6.3. Bureaus will provide an interpreter for an employee who is hearing impaired and who, as part of his/her job, attends a DOI meeting or event outside of the workplace. If the employee attends a conference or training program sponsored by an outside organization, the sponsoring organization is principally responsible for providing interpreters. DOI will provide interpreters, however, if the sponsoring organization fails to do so.

Attachment 7

Sample Denial Letter

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Denial of Reasonable Accommodation Request

On *(insert date)* you requested the following type(s) of reasonable accommodation(s):

(List requested accommodations)

I am denying your request for reasonable accommodation because. *(check all that are applicable)*

_____ Accommodation Ineffective

_____ Accommodation would cause undue hardship

_____ Medical Documentation Inadequate

_____ Accommodation would require removal of essential function

_____ Accommodation would require lowering of performance or production standard

_____ Other (Please identify) _____

The detailed reason(s) for the denial of reasonable accommodation are *(insert specific details, e.g., why accommodation is ineffective or causes undue hardship).*

On *(insert date)* you were offered an alternative reasonable accommodation, which you rejected on *(insert date). (explain both the reasons for denial of the requested accommodation and why you believe the chosen accommodation would be effective, if the individual proposed one type of reasonable accommodation that is being denied, but rejected an offer of a different type of reasonable accommodation).* ***(Used only if this applies)***

If you wish to request reconsideration of this decision, you may take the following steps:

- First, ask the deciding official to consider his/her denial. (Additional information may be presented to support this request)
- If the deciding official does not reverse the denial,the individual may ask the next higher level of management to do so.

You may also request alternative dispute resolution (ADR) to help ensure a productive communication process. ADR can be utilized throughout the reasonable accommodation process, to include the reconsideration and appeal phases. To request ADR, contact your servicing Disability Program Manager, Human Resources Officer, Equal Employment Opportunity Officer, or the DOI Office of Collaborative Action and Dispute Resolution.

If you wish to file an EEO complaint, or pursue MSPB and union grievance procedures, the following steps must be taken:

- For an EEO complaint pursuant to 29 CFR 1614, contact an EEO counselor in your Equal Employment Opportunity office within 45 days from the date of this notice of denial of reasonable accommodation; or
- For a collective bargaining claim, file a written grievance in accordance with the provisions of the Collective Bargaining Agreement; or
- Initiate an appeal to the Merit Systems Protection Board within 30 days of an appealable adverse action as defined in 5 CFR § 1201.3.

_____

Signature of Deciding Official

Date reasonable accommodation denied _____

Attachment 8

Sample Offer of an Alternate Accommodation

Memorandum

To: *(Name, Title)*

From: *(Name, Title of Deciding Official)*

Subject: Alternative Reasonable Accommodation Offer

After careful consideration of your request for a reasonable accommodation, I have determined that the following alternative reasonable accommodation(s) provide will enable you to successfully perform the essential functions.

(List the alternative reasonable accommodations).

This decision is based on my discussions with you, a review of your medical documentation (if provided), and consultation with the disability program manager. The reasons for offering an alternative reasonable accommodation are:

(List the reasons)

Please initial the appropriate item below, if you accept the alternative accommodation your request will be considered approved and I will immediately arrange for the accommodation. If there are delays in providing you this accommodation, you will be notified.

_____ I accept the proposed alternative reasonable accommodation

_____ I reject the proposed alternative reasonable accommodation

_____

Signature of Deciding Official

Date: _____

Attachment 9

Request for Medical Information

Memorandum

To: Name, Title

From: Name, Title

Subject: Reasonable Accommodation Request

The purpose of reasonable accommodation is to enable qualified individuals with a disability to perform the essential functions of a particular job. You indicate that you requested an accommodation. However, the Agency is very unclear when you placed a request for accommodation. In addition, the Agency does not know what accommodation(s) you are requesting. To properly consider your request for accommodation, the Agency needs information relating to the nature of your impairment and your functional limitations within your job. You stated that you have bipolar disorder. At this time, the Agency needs further information to determine effective accommodation options.

It is your responsibility under 5 C.F.R. 339.104 to provide acceptable medical documentation as to the nature of your medical condition(s) and to specify any accommodation(s) you and your medical provider have determined may be required in order for you to perform the essential functions of your job. Please have your medical practitioner supply to your immediate supervisor, NAME the following:

- The nature of your impairment (i.e. your mental impairment);
- The activity or activities that the impairment limits;
- An explanation of the extent to which the impairment limits your ability to perform the essential functions of your job;
- The need for an accommodation(s);
- An explanation how the requested accommodation(s) will assist you to perform the essential functions of your job.

Per 5 C.F.R. 339.104, "to be acceptable, the diagnosis or clinical impression must be justified according to established diagnostic criteria and the conclusions and recommendations must not be inconsistent with generally accepted professional standards." Please ensure that any psychiatric report meet the diagnostic criteria as outlined in the Diagnostic and Statistical Manual of Mental Disorders, Fourth Addition (DSM-IV). In addition, please provide the requested documentation on your medical practitioner's letterhead stationery and ensure your medical practitioner dates and signs the report.

Pursuant to 29 C.F.R. 1635.8(b)(i)(B), "[t]he Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the

individual, except as specifically allowed by this law. To comply with this law, we are asking that you not provide any genetic information when responding to this request for medical information. 'Genetic information' as defined by GINA, includes an individual's family medical history, the results of an individual's or family member's genetic tests, the fact that an individual or an individual's family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual's family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services."

Attached is a copy of your current Position Description. So that your medical practitioner has sufficient information to respond to the above items concerning your ability to perform the essential functions of your position, and any accommodation(s) that might be requested, it is important that you provide him or her with your position description.

All information submitted in response to this letter will be handled as medically confidential and will only be used for the purpose of evaluating your request for accommodation. Please submit any medical documentation in a sealed envelope marked as "Medically Confidential." You remain responsible for any costs incurred in connection with obtaining this documentation. If you fail to provide this requested medical information, the Agency will make decisions on the basis of existing information. Please note that the Agency may submit the medical information for review by our Agency medical expert.

Please provide the requested medical information to your immediate supervisor, NAME by DATE. If you need additional time to gather the requested medical information, please place your request to NAME

If you have any questions concerning this request, please contact me at (###)

Attachment: Position Description

Department of the Interior
Departmental Manual

Effective Date: 12/19/08
Series: Personnel Management
Part 370: Departmental Personnel Program
Chapter 752.2: Conflict Resolution PLUS Program

Originating Office: Office of Collaborative Action and Dispute Resolution

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This chapter is renumbered and reissued for indexing purposes only. No changes have been made to the policy.

370 DM 752.2

1.1 **Purpose**. This chapter provides policy, procedures, and requirements for the Department of the Interior's (Department) COnflict REsolution PLUS (CORE PLUS) program. The CORE PLUS program is an alternative to the other adversarial dispute resolution processes. It replaces two existing workplace alternative dispute resolution programs: CORE, previously under the direction of the Office of Human Resources, and EEO PLUS, previously under the direction of the Office of Civil Rights. CORE PLUS is an integrated conflict management system that emphasizes early cooperative problem-solving and constructive conflict management in addition to alternative dispute resolution processes.

1.2 **Authority**. Administrative Dispute Resolution Act of 1996, P.L. 104-320; 5 U.S.C. §§ 571-584.

1.3 **Policy**. The Department is committed to attract, retain, and support dedicated, talented, and resourceful employees who work cooperatively to provide exemplary service to the public. The ability to proactively manage and resolve workplace conflict improves the Department's quality of work life and productivity. All employees (non-supervisory, supervisory, managerial, and senior executives) are free to participate in the CORE PLUS program without restraint, interference, coercion, discrimination, or reprisal of any kind. Bureaus/Offices may not issue supplemental CORE PLUS program policy but may issue supplemental implementing guidance as needed by seeking review and clearance from the Office of Collaborative Action and Dispute Resolution (CADR).

A. <u>The CORE PLUS program does</u>:

(1) Address any issue/concern raised by any Department employee;

(2) Provide all employees with fair, equitable, and effective means for constructively resolving workplace conflicts or disputes at the earliest opportunity, at the lowest organizational level, and to the mutual satisfaction of all parties; and

(3) Rely on a coordinated network of information and resources to help all employees promptly address issues and concerns in the workplace and reduce destructive disputes.

B. The CORE PLUS program does not:

(1) Replace any legal or administrative avenues of redress available to employees or provide any extension of time frames in which to seek redress under any formal administrative processes unless otherwise provided for within a specific administrative process (e.g., Equal Employment Opportunity (EEO) complaint process, or Administrative Grievance Procedures); or

(2) Delay any pending disciplinary action unless management decides or concurs that the action can be held in abeyance based on the particular circumstances of the case.

1.4 **Objectives**. The CORE PLUS program focuses on maximizing the use of early conflict management tools such as open door policies for supervisors, training, team building, and open dialogue, as well as ADR processes such as mediation or facilitation, to improve interpersonal communications between and among employees and supervisors, and to preserve relationships between and among employees and supervisors rather than advancing adversarial positions and win-lose outcomes. It encourages better communication and early resolution of concerns and conflicts by providing:

A. Information that will address specific workplace issues/concerns; and

B. When appropriate, neutral conflict resolution assistance to address employee and management concerns.

1.5 **Coverage**.

A. The CORE PLUS program policies, procedures, and requirements apply equally to all bureaus/offices of the Department.

B. The CORE PLUS program covers all Department employees, regardless of type and tenure of appointment. However, for bargaining unit employees to have access to the CORE PLUS program, there must be specific authorization in the collective bargaining agreement, a Memorandum of Understanding (MOU), or other written agreement between the union and local management.

C. Some matters have specific administrative processes and time frames that an employee must follow in filing a formal complaint. These matters include but are not limited to EEO, sexual orientation discrimination claims, administrative grievances, whistleblower complaints, and prohibited personnel practices. If an employee seeking assistance from the

CORE PLUS program has raised an issue/concern in one of these areas, the CORE PLUS Neutral will inform the employee of other available avenues as appropriate to the circumstances and refer the employee to other sources of information on those avenues.

1.6 **Key Terms**.

A. Agreement. A resolution agreed to by the parties. Agreements should be in writing.

B. Alternative Dispute Resolution (ADR). Any assisted negotiation process which has the goal of resolving a conflict or dispute between two or more parties. ADR exists in a variety of forms ranging from informal (e.g., interest-based problem-solving, facilitation, conciliation, or mediation, with neutral third party assistance) to formal (e.g., early neutral evaluation, arbitration, mini-trial, etc., where a third party makes a decision which may be binding or advisory as agreed to in advance by the parties). In general, ADR includes any consensual method used to resolve conflicts or disputes without needing a decision from an administrative review forum or a court. ADR processes are generally more flexible and utilize more cooperative problem-solving approaches. In the Federal agency context, ADR is usually thought of as informal methods used to resolve conflict where those involved work with a neutral third party to find a mutually acceptable resolution. CORE PLUS Neutrals can assist parties in selecting an appropriate process.

C. ADR Practitioner or Third Party Neutral. An impartial individual, from within or outside the Department, agreed upon by the parties to provide conflict management assistance or ADR services and who has no stake in the outcome of the matter.

D. Bargaining Unit Employee. An employee included in an exclusive bargaining unit. A bargaining unit is a grouping of employees that a union represents (or seeks to represent) and that the Federal Labor Relations Authority finds appropriate for collective bargaining purposes.

E. Bureau Dispute Resolution Specialist (BDRS). The bureau official responsible for representing the bureau on the Interior Dispute Resolution Council; and coordinating with CADR to provide consistent guidance on CORE PLUS policies and procedures and oversee implementation of the CORE PLUS program in the bureau.

F. Conciliation. An informal ADR method in which a neutral third party assists the parties to build a positive relationship.

G. Conflict. The tension or struggle that arises when individuals have differing wants, needs, ideas, beliefs, values, or goals. Conflict may result in dissatisfaction, disagreement, or frustration over unmet expectations or misunderstandings in the workplace.

H. Conflict Management. The ability to recognize conflict and respond appropriately to resolve the underlying concerns before adversarial positions are hardened.

I. CORE PLUS Neutrals. Employees certified by CADR as qualified ADR practitioners and conflict management experts who deliver CORE PLUS services either full-

time, part-time, or as a collateral duty. External ADR Practitioners or Third Party Neutrals found qualified by CADR may also provide CORE PLUS Neutral services. For purposes of implementing the policies and procedures in this DM Chapter, any reference to CORE PLUS Neutral also includes external ADR Practitioners or Third Party Neutrals. CORE PLUS Neutrals provide or arrange for various types of assistance appropriate to each circumstance and acceptable to the parties involved. Assistance may include, and is not limited to, providing information (including personnel policies, and access and time frame information on administrative, EEO, or other forms of redress), referring employees to other appropriate sources of assistance (such as the employee's supervisor or the Employee Assistance Program, helping define issues or specific concerns, suggesting effective communication and conflict resolution strategies and techniques or training, coaching parties in their attempts to resolve conflicts on their own, facilitating meetings, conciliating, gathering information relevant to a particular conflict (when needed to enhance resolution efforts), mediating (when it is appropriate and the parties are willing to participate), or securing the services of other ADR practitioners acceptable to the parties.

J. Days. Refers to consecutive calendar days. If the date that ordinarily would be the last day for filing falls on a Saturday, Sunday, or Federal Holiday, the final date will be the first workday after that date.

K. Dispute. A conflict becomes a dispute when someone makes a claim, demand, or request of another (employee, supervisor, or manager) and it is denied, rejected or not acted upon.

L. Employee. A current Department of the Interior employee including a manager/supervisor or senior executive.

M. Group Facilitation. An informal ADR method used to improve the effectiveness of a group. A neutral third party assists a group of participants with communication and sharing information, identifying issues, developing problem-solving steps, maintaining direction, and keeping focused on resolution of the issues/concerns to achieve agreed upon goals.

N. Issue/Concern. A matter that engages a person's attention, interest or care, or that affects a person's welfare, performance, or job satisfaction. An expression of dissatisfaction (including disputes) by an employee or group of employees, on a matter arising in the workplace.

O. Manager/Supervisor. May be a party in the conflict or dispute who participates in good faith to resolve workplace concerns including with other managers or supervisors. The manager/supervisor participating in an ADR process must have the authority to approve and implement a written agreement, subject to appropriate administrative, technical, and legal review. Alternatively, a manager/supervisor may refer employees to the CORE PLUS program or other resources to assist in the handling of the workplace issues/concerns.

P. Mediator. A neutral third party, trained to assist parties in negotiating an agreement or other mutually acceptable resolution of a dispute. The mediator has no independent authority

and does not render an opinion, but rather assists the parties in finding their own mutually acceptable solutions that reflect their interests and objectives.

Q. Notice of Results and Options. A document addressed to the employee that outlines the issues/concerns, and documents the final disposition of any action taken on the issues/concerns raised in the context of the CORE PLUS program. This document also provides information on other available avenues of further redress.

R. Representative. An individual chosen by the employee or management and who has agreed to represent that party in resolving issues/concerns.

1.7 **Responsibilities**.

A. Director, Office of Collaborative Action and Dispute Resolution (CADR).

(1) Supervises the development and implementation of the Departmental CORE PLUS program as set out in 370 DM 770, by establishing policy, implementation guidance, and standard operating procedures for the management of the program.

(2) Coordinates program development and implementation efforts with DOI's Director, Office of Human Resources and the Director, Office of Civil Rights to ensure consistency with all related laws, regulations, Departmental policies, and related performance goals; and provides standard program information to employees, managers, and supervisors.

(3) Sets standards and qualifications for certification of CORE PLUS Neutrals, and external ADR Practitioners and Third Party Neutrals available to assist DOI employees; develops and maintains a roster of certified CORE PLUS Neutrals available to employees requesting or inquiring about CORE PLUS services; and ensures access to qualified sources of external ADR Practitioners or Third Party Neutrals.

(4) Develops education and training to support the implementation of the program; and develops and disseminates standard marketing materials for use in educating employees about the program.

(5) Develops reporting requirements to support the management of the program; and develops a standard tracking, monitoring, and evaluation system for use in managing the program across the Department.

(6) Coordinates administrative support for the program to maximize efficiencies and support the bureaus, such as the use of blanket purchase agreements for acquiring neutral third party services; and provides CORE PLUS program assistance for the Office of the Secretary.

B. Director, Office of Human Resources. Consults on the administration of the CORE PLUS program relative to the Department's Administrative Grievance Procedure, 370 DM 771,

and supports providing information and training to all bureau Human Resource Officers regarding CORE PLUS.

C. Director, Office of Civil Rights. Consults on the administration of the CORE PLUS program for ADR services related to EEO claims and supports providing information and training to all bureau EEO Officers, EEO Specialists, and EEO Counselors regarding the CORE PLUS program. Supports CORE PLUS program by providing information and training to Office of the Secretary managers, supervisors, and employees regarding the use of ADR in both the informal and formal stages of the EEO discrimination complaints process.

D. Senior Counsel for Collaborative Action and Dispute Resolution. Shares leadership with and supports CADR's role in the CORE PLUS program; provides legal advice on issues related to the CORE PLUS program, ADR, and collaborative problem-solving; and provides CORE PLUS program assistance for the Office of the Solicitor.

E. Associate Solicitor, Division of General Law, and Regional Solicitors. Provide legal advice on issues related to personnel and civil rights adjudication and litigation; review and, if appropriate, approve any agreement contemplating payment of legal fees and payment of funds in amounts totaling less than $40,000 so long as no single component exceeds $20,000.

F. Solicitor. Reviews and, if appropriate, approves any agreement contemplating payment of legal fees and compensation in amounts totaling $40,000 or more, or where any single component exceeds $20,000.

G. Heads of Bureaus and Offices.

(1) Ensure implementation of the CORE PLUS program; provide adequate support for bureau and office participation in the CORE PLUS program; and assign accountability for the operation of the CORE PLUS program to the Bureau Dispute Resolution Specialist (BDRS) or the CADR office.

(2) Ensure support by the bureau's Human Resources and Civil Rights/EEO officials for implementation of the CORE PLUS program; and ensure appropriate participation by management officials with settlement authority.

(3) Support the CORE PLUS program by notifying all managers/supervisors and employees of the assistance available; encourage employees to bring issues/concerns to the attention of their supervisors personally or through this program; and encourage managers/supervisors to support the CORE PLUS program and participate in good faith in the CORE PLUS processes.

(4) Ensure that CADR approved training is provided for managers/supervisors in conflict management and ADR.

(5) Issue supplemental implementation guidance or instructions deemed necessary to implement this policy, following consultation with, review and surname by CADR.

H. Bureau Dispute Resolution Specialists.

(1) Oversee, monitor, and coordinate implementation of the CORE PLUS program in collaboration with appropriate Departmental and bureau officials; and coordinate the delivery of training to support operation of the CORE PLUS program.

(2) Ensure that employees (including a manager/supervisor or senior executive) receive appropriate conflict resolution advice and assistance consistent with the requirements of the CORE PLUS program including obtaining appropriate technical or legal review of negotiated agreements.

(3) Manage the roster application process identifying bureau employees seeking certification as CORE PLUS Neutrals consistent with the Department's requirements and standards for certification.

(4) Monitor and evaluate implementation of the CORE PLUS program in the bureau using the tracking, monitoring, and evaluation system developed by CADR; and submit data and/or reports on the bureau use of CORE PLUS, as required, to CADR.

(5) Recommend CORE PLUS Neutrals qualified to perform the functions; and ensure that they maintain certification. (Services provided by CORE PLUS Neutrals such as mediation or other ADR services may also be provided by a contractor or other qualified person from outside the Department, when appropriate, and agreed to by the parties.)

(6) Designate additional CORE PLUS program coordinators as necessary to assist in ensuring implementation of the CORE PLUS program and in providing all bureau employees with equal and timely access to assistance from a CORE PLUS Neutral.

(7) Identify other sources of qualified neutral third party assistance available to bureau employees, either in lieu of or in addition to CORE PLUS Neutrals, in coordination with CADR.

(8) Ensure that an employee serving as a collateral duty CORE PLUS Neutral or having other CORE PLUS program responsibilities does not also have advocacy duties (e.g., representing management or employees in disciplinary proceedings, grievances, EEO cases, etc.) that would or could create an actual or perceived conflict of interest or position.

I. Bureau Human Resources Officers.

(1) Provide information on the CORE PLUS program to the servicing human resources offices (SHRO); and ensure that SHRO staff receive training on the CORE PLUS program and their conflict management role and can provide advice, assistance, and guidance to supervisors and managers on ADR options. The HR Officer or SHRO staff also may refer employees and/or managers to the CORE PLUS program for additional assistance as appropriate.

(2) Provide technical advice or assistance to CORE PLUS Neutrals as needed, and provide technical review of proposed agreements as appropriate.

J. Bureau Equal Employment Opportunity Officers.

(1) Provide information on the CORE PLUS program to bureau EEO Specialists and Counselors; and provide technical advice or assistance on EEO discrimination complaint cases to CORE PLUS Neutrals, review draft settlement agreements to ensure accuracy regarding regulatory and legal requirements, and retain the settlement agreements of EEO complaints to assure compliance requirements are met. The EEO Director, EEO Specialists, or EEO Counselors also may refer employees and/or managers to the CORE PLUS program for additional assistance as appropriate.

(2) Ensure that EEO Counselors receive training on the CORE PLUS program and their conflict management role and provide advice, assistance, and guidance to employees, supervisors, and managers on the EEO complaint process and ADR options; and provide training on the use of CORE PLUS in the EEO complaints process as part of EEO training for managers, supervisors, employees, and EEO Counselors and encourages the use of ADR.

(3) Ensure that ADR is offered to employees at pre-complaint and formal stages of the EEO complaint process and the sexual orientation complaint process, as appropriate.

K. CORE PLUS Neutrals.

(1) Meet certification standards and annual requirements to maintain roster certification; and comply with Interagency Guide for federal mediators and ethical standards for federal mediators.

(2) Provide information and education to employees and management about the CORE PLUS program.

(3) Keep supervisors apprised of time spent on CORE PLUS Neutral duties.

(4) Complete intake forms and assist employees to frame, clarify, and record their issues/concerns.

(5) Advise employees and management participants of procedures, time frames, and/or special procedures that may be applicable to the issues/concerns; and clarify that contact with a CORE PLUS neutral does not satisfy any requirements for contacting human resources or EEO personnel.

(6) Provide early conflict resolution assistance, which may include coaching, joint problem solving, conciliation, facilitation or mediation. Discuss and explain approaches that might be appropriate to each situation. Arrange and/or conduct ADR or other form of neutral assistance as appropriate and acceptable to the parties. Assist the parties in securing the services

of other ADR practitioners when appropriate and acceptable to the parties. CORE PLUS Neutrals must be viewed as competent, impartial, and trustworthy.

(7) Subject to the agreement of the parties, act as third party neutrals to assist in resolving workplace issues/concerns.

(8) Assist parties in securing services of an external third party neutral if the parties agree that they would prefer an outside neutral to assist them in resolving their issues/concerns.

(9) Offer coaching and advice, when appropriate, to encourage parties in conflict to communicate in an attempt to resolve matters without third party assistance.

(10) Protect the confidentiality of the CORE PLUS process used to resolve issues/concerns, consistent with legal and policy requirements (See Section 1.11).

(11) Draft agreements reached by parties, and ensure appropriate technical and legal review is obtained before the parties sign the agreement.

(12) Ensure parties in any CORE PLUS process are encouraged to complete appropriate evaluation form.

(13) Input accurate data into the CORE PLUS tracking system in a timely manner.

(14) Issue written Notice of Results and Options to parties on any other avenues of redress available when CORE PLUS efforts do not resolve all issues or concerns.

L. Managers/Supervisors.

(1) Maintain open and consistent communication on work issues/concerns with employees, clarify misunderstandings, make reasonable adjustments to address work problems and relationships with employees, and actively seek resolution of workplace issues/concerns at the earliest opportunity.

(2) When appropriate, attempt to directly resolve issues/concerns with employees prior to using a third-party neutral. As needed, seek advice and support from a CORE PLUS Neutral.

(3) Provide employees with communication, education, and access to information regarding the CORE PLUS program.

(4) Ensure that management's representative in an ADR process has authority to settle and participates in good faith in mediation or other dispute resolution efforts.

(5) Protect the confidentiality of the CORE PLUS process used to resolve issues/concerns, consistent with legal and policy requirements.

(6) When necessary, provide funds to cover travel for the CORE PLUS Neutral or costs of acquiring external ADR Practitioner or Third Party Neutral services.

M. Employees.

(1) Raise issues/concerns as early as possible and attempt to resolve issues/concerns with other employees or supervisors prior to using a third party neutral. As needed, seek advice and support from a CORE PLUS Neutral.

(2) Maintain open and consistent communication on work issues/concerns with supervisor and other employees.

(3) Participate in good faith in mediation or other agreed upon process or efforts.

(4) Protect the confidentiality of the ADR process consistent with legal and policy requirements. (See Section 1.11).

(5) Seek information and comply with established time frames and other requirements for alternative complaint processes.

1.8 **CORE PLUS Program Requirements.** Each bureau/office will ensure that the procedures for implementing the CORE PLUS program are followed.

A. CORE PLUS Program functions. Each BDRS must:

(1) Carry out the responsibilities listed in Section 1.7H and keep bureau management informed of CORE PLUS program progress and needs.

(2) Recommend employees who are qualified to function as CORE PLUS Neutrals and able to provide impartial conflict resolution assistance and services on request in accordance with CORE PLUS program procedures. CORE PLUS Neutrals must be viewed as competent, impartial, and trustworthy.

(3) Designate additional CORE PLUS program coordinators as necessary to assist the BDRS in ensuring implementation of the CORE PLUS program and providing all bureau employees with equal and timely access to assistance from a CORE PLUS Neutral.

(4) Identify other sources of qualified neutral third party assistance available to bureau employees, either in lieu of or in addition to CORE PLUS Neutrals, in coordination with CADR.

B. Time Frames and Compliance with Other Processes. Each bureau/office must:

(1) Ensure compliance with the Federal labor relations statute (5 U.S.C. Chapter 71) and collective bargaining agreements when bargaining unit employees seek assistance

through CORE PLUS. (Specific authority must be provided in the collective bargaining agreement or by MOU. See Section 1.5B, Coverage.)

(2) Allow employees to bring any issue/concern to the CORE PLUS program without time constraints. However, this provision does not act to change or extend time limits in formal avenues of redress (such as EEO complaints, administrative grievances, or negotiated grievances) unless provisions allowing for extension of timeframes exist in the applicable administrative procedure.

(3) Inform each employee bringing an issue/concern to the CORE PLUS program that if he/she is interested in using the EEO discrimination complaints process, he/she must raise any issue that involves an allegation of discrimination or harassment with the EEO Office or an EEO Counselor within 45 days of the incident that gave rise to the issue/concern or the effective date of the personnel action. This information will be contained in a document that must be signed by the CORE PLUS Neutral and the employee and a copy provided to the bureau EEO Officer.

(4) Inform each employee bringing an issue/concern to the CORE PLUS program that he/she must present a grievance in writing within 15 days of the date of the challenged action or inaction or the date he/she became aware of it in order to retain the right to file a formal grievance, although the deadline for filing an informal grievance may be extended by the grievance official in some circumstances. See 370 DM 771, Section 1.10A. This information will be contained in a document that must be signed by the CORE PLUS Neutral and the employee and a copy provided to the bureau Human Resources Director. The time frames required for presentation of a grievance under a negotiated grievance procedure may be different, and employees are responsible for the complying with the applicable time frames.

C. Steps and Procedures. Each CORE PLUS Neutral must:

(1) Complete the CORE PLUS Intake Form and transfer intake data to CORE PLUS tracking system.

(2) Within 15 days of the initial contact (as documented on the CORE PLUS Intake Form), informally gather relevant information and discuss and recommend an appropriate method or approach to address the issues/concerns presented by the employee.

(3) If mediation is deemed appropriate by the CORE PLUS Neutral and agreed to by the parties, provide the parties with scheduling information and ask them to sign an "Agreement to Mediate" covering confidentiality and other aspects of the mediation process.

(4) Extend the time frame beyond the first 15 days of the initial visit, in no more than two 15-day increments, if the parties agree to continue an attempt to resolve the issue/concern within the CORE PLUS program. The ADR process may continue beyond this time frame only if the parties involved jointly agree to an extension and in the judgment of the CORE PLUS Neutral they are making progress toward a resolution. In EEO discrimination complaint cases, the ADR process may be invoked at any time. While the informal complaint

process may not exceed 90 days when ADR is invoked in that process, the ADR process may continue beyond that time if agreed to by the employee. [See 29 C.F.R. § 1614.105 (e) and (f).] In other words, ADR may voluntarily continue even after a Notice of Final Interview has been issued signifying that informal, pre-complaint counseling has ended.

(5) Provide a Notice of Results and Options to the parties upon determining that the issue/concern is likely to remain unresolved or the time frame expires, and, in the CORE PLUS Neutral's judgment, the parties are not close to resolution.

(6) Inform an employee that, upon receipt of a Notice of Results and Options, or at any time during the CORE PLUS process, an employee may:

(a) Take no further action; or

(b) As appropriate, take action under any other applicable formal avenue of redress.

(7) Complete the process evaluation form and encourage the parties to do the same.

1.9 **Agreements.**

A. Agreements effecting final resolution of the issues/concerns may be entered into at any point in the ADR process.

B. If full or partial resolution is achieved, all appropriate parties sign the agreement. When necessary, proposed agreements will receive appropriate technical, legal, and administrative review. The participating parties are bound by the terms of agreements to the extent legally permissible. (See paragraph (E) below.)

C. Each signer is to receive an original copy of the agreement. In addition, the appropriate bureau/office (e.g., SHRO or EEO Officer) will retain an original copy of the agreement.

D. Agreements between parties will be specific to the issue/concern being resolved and will not be considered precedent-setting or controlling concerning future matters in which similar issues/concerns may arise. Parties are encouraged to include a provision for resolving any conflict that might arise in the implementation of the agreement. If an allegation arises that a party to an agreement has not implemented or complied with a term of the agreement, the bureau/office should allow the party to raise the allegation with the BDRS who will obtain appropriate technical and legal advice to discuss and recommend appropriate options to resolve the concerns. The exception for non-compliance claims regarding agreements in EEO complaint cases is detailed in the following item.

E. If the agreement resolves a matter raised in the EEO complaint process, the agreement must be in writing, signed by the parties, and state clearly the terms of the resolution

and the procedures to follow in the event that a breach of the agreement is alleged. (See 29 C.F.R. Section 1614.504.)

F. No party in an ADR process may be coerced to reach an agreement and any party may terminate an ADR process at any time.

1.10 **Settlement Authority**. Management representatives must have authority to settle or access to appropriate settlement authority during a mediation process, including access to legal and technical assistance (Human Resources in each instance, and EEO if appropriate) regarding the terms of settlement. See DM chapter on Authority to Settle Administrative Employment-Related Claims.

1.11 **Confidentiality of Information**. To maintain credibility and facilitate success, any third party neutral (including CORE PLUS Neutrals or external ADR practitioners, as defined below) must, to the maximum extent permissible by law, keep information given to them confidential unless given permission by all parties to use the information for specific purposes. In addition, the mediation process requires confidentiality in accordance with 5 U.S.C. § 574. In mediation, participating parties must feel free to discuss the issues involved and trust that the discussions will be held confidential. The limitations placed on parties and mediators relating to confidentiality must be explained to the parties to a mediation or other ADR process before it begins. (See DOI Confidentiality Policy and Agreement to Mediate Form in CORE PLUS Handbook.)

1.12 **Training.** Education and training are critical to the success of the CORE PLUS program. Each bureau/office must:

A. Educate all employees about the CORE PLUS program.

B. Encourage all managers and supervisors to receive basic conflict management training provided or approved by CADR.

C. Ensure that all bureau personnel responsible for providing advice and assistance on human resources and EEO matters are educated about the CORE PLUS program and can make appropriate referrals for ADR assistance.

D. Ensure that the designated BDRS, CORE PLUS managers, and coordinators satisfy all training requirements established by CADR.

E. Ensure that all individuals recommended for certification as CORE PLUS Neutrals satisfy the education and training requirements established by CADR, including annual refresher training. The minimum qualifications, education, training, and experience required for certification as a CORE PLUS Neutral are provided in more detail in the CORE PLUS Implementation Handbook. (See 1.20, below.)

1.13 **Certification standards for CORE PLUS Roster of Neutrals.**

A. CORE PLUS Roster of Neutrals. CADR will maintain a Departmental roster of individuals certified to serve as CORE PLUS Neutrals. The roster will provide employees and managers/supervisors with easy access to individuals qualified to assist them in resolving workplace concerns. The roster will be managed to ensure that all certified CORE PLUS Neutrals have a reasonable opportunity to participate in CORE PLUS processes in order to maintain a high skill level, while also ensuring sufficient capacity to provide prompt assistance at the lowest possible cost. To avoid any potential conflict of interest or appearance of bias, employees selected to serve as CORE PLUS Neutrals should not be assigned advocacy duties of any type including representing management or employees in disciplinary proceedings, grievances, EEO cases, etc. that would create an actual or apparent conflict of position. A conflict of interest may arise from involvement with the subject matter of the dispute or any relationship between a CORE PLUS Neutral and any participant in CORE PLUS processes, whether past or present, personal or professional, that reasonably raises a question of the CORE PLUS Neutral's impartiality.

B. Selection and Certification of CORE PLUS Neutrals. CADR is responsible for the selection and certification of a representative group of CORE PLUS Neutrals. The BDRSs will conduct the application process for CORE PLUS Neutrals using the application forms and guidance provided in the CORE PLUS Implementation Handbook and recommend qualified candidates to CADR for selection and certification. Additional guidance for recruiting and selecting neutrals and the requirements for certification as a CORE PLUS Neutral are provided in the CORE PLUS Implementation Handbook. (See 1.20, below.)

C. Operation of DOI Roster of CORE PLUS Neutrals. The Roster of Neutrals will be maintained by CADR in consultation and coordination with the BDRSs for use by all bureaus/offices.

1.14 **Management Participation**. Each bureau or office must ensure that a management representative participates in ADR when requested by a party bringing an issue/concern to the CORE PLUS program. If an employee's supervisor is directly involved in the issue/concern and does not voluntarily agree to participate, then another management representative, preferably in the employee's chain of command, is required to participate. There may be limited circumstances when ADR is not appropriate and management will not be expected to participate. A decision that ADR is not appropriate will be made in consultation with CADR. In EEO complaint cases, the EEO Officer will determine if ADR is not appropriate in accordance with guidelines jointly established by CADR and the Director, OCR, or in case specific consultation with CADR.

1.15 **Representation.** Employees may represent themselves, or be represented by someone of their choice. However, the choice of representative, if a DOI employee, may be denied if it would result in a conflict of interest or position, a conflict with mission priorities, or unreasonable costs. Management may also elect to have representation. Designation of a representative must be provided in writing to the CORE PLUS Neutral. Bureaus have the authority to deny the choice of representative for the reasons stated and this decision cannot be appealed. Attorney fees and other costs of representation are the responsibility of the employee.

1.16 **Use of Official Time.** Employees and their representatives, if Department employees, shall be permitted a reasonable amount of official time (generally a matter of hours, not days), if otherwise in a duty status, to prepare and present their issues/concerns and to communicate with a CORE PLUS Neutral, management, and other sources of procedural guidance such as human resources staff or EEO counselors. "Presenting" means discussion with the manager/supervisor, meeting with a CORE PLUS Neutral, or participating as required in any stage of the CORE PLUS process. Preparation for presentation of an issue/concern means meeting with an attorney or other representative, conducting research, or preparing a written response. A reasonable amount of official time will be allowed without charge to leave or loss of pay in accordance with pertinent regulations. Official time must be requested and approved in advance by the appropriate supervisory official. (However, initial contact with a CORE PLUS Neutral does not require prior supervisory approval.) Expenses related to travel, if deemed necessary by all parties, must also be approved in advance.

1.17 **Evaluation.**

A. Annual Report. Each bureau and office must submit an annual evaluation report to the CADR Office in accordance with guidance included in the CORE PLUS Implementation Handbook.

B. Program Progress Meetings. In addition to the annual report, the BDRS must meet with the CADR Office every six months to discuss bureau progress implementing the CORE PLUS program. Included in these discussions will be the identification of trends, evaluation of procedural issues, and program effectiveness. Periodic feedback and evaluation will allow for continuous improvement.

1.18 **Records Management.** The CADR Office will provide requirements and guidance to bureaus and offices on the establishment of reporting and tracking systems that will assure the integrity of the CORE PLUS program. Bureaus and offices will maintain a records system to comply with the Department's requirements under National Archives and Records Administration (NARA) General Records Schedule 1/27, including ADR general files and ADR case files. At a minimum, the following records must be maintained on file in accordance with the NARA General Records Schedule 1, Item 27 (Transmittal No. 12, July 2004), but in no instance less than three years:

A. Intake Form

B. Agreement to Mediate

C. Notice of Results and Options

D. Participant Evaluation Form

E. Original Copy of Written Agreements

1.19 **CORE PLUS Implementation Handbook**. Additional guidance may be found in the CORE PLUS Implementation Handbook developed by CADR. The Handbook is available from the CADR Office and may also be found on the web page at www.doi.gov/cadr.

United States Department of the Interior

BUREAU OF RECLAMATION
P.O. Box 25007
Denver, CO 80225-0007

OCT 2 0 2017

IN REPLY REFER TO:

84-58000
PER 2.01

VIA ELECTRONIC MAIL ONLY

MEMORANDUM

To: Director, Talent Management
Attn: Martin Pursley

ACTING FOR

From: Ruth Welch
Director, Policy and Administration

Subject: Federal Equal Opportunity Recruitment Program Fiscal Year (FY) 2017 Annual Report

This memorandum and attached information represents the Bureau of Reclamation's submission of the annual Federal Equal Opportunity Recruitment Program (FEORP) report in response to your request dated September 1, 2017. This submission includes our Bureau FY 2017 FEORP Plan Accomplishments and Promising Practices, Strategic Activities related to Hispanic Employment, Strategic Activities related to the Employment of People with Disabilities, our FEORP Progress Tracker, the FEORP Plan Certification for FY 2017, as well as the FY 2018 Annual Plan.

If you have any questions regarding the information and data provided, please contact Mr. Mark Susi at 303-445-2131 or msusi@usbr.gov.

Attachments - 6

cc: 84-58000 (CDurrett, MTOwens, MSusi)

Promising Practices

This Federal Equal Opportunity Recruitment Program (FEORP) plan accomplishment report summarizes the Bureau of Reclamation's ongoing commitment to foster the diversity of the potential applicant pool throughout all stages of the employee lifecycle. This can be accomplished through targeted and strategic outreach and recruitment efforts that include the use of social media, as part of an overall and comprehensive recruitment plan. Fiscal Year 2017 goals were set in each of the following areas (Diversity, Inclusion, and Sustainability) and indicates Bureau of Reclamation's current outcomes using the benchmarks previously established. In addition, Fiscal Year 2018 goals are created for continuous improvement to the diversity program.

The objectives of the program are:

- Coordinate outreach and recruitment strategies to maximize ability to recruit from a diverse, broad spectrum of potential applications, including a variety of geographical regions, academic sources, and professional disciplines.
- Establish local talent networks focused on diversity.
- Promote diversity and inclusion in leadership development programs.
- Foster a diverse, high-performing workforce.

The Bureau of Reclamation has been successful in involving managers and supervisors in recruitment activities which address barriers and solutions to overcome barriers in recruiting a diverse workforce. In all regions, pre-recruitment consultations are held with managers for all advertised position vacancies. These consultations provide information regarding under-represented groups of individuals in the workforce and identify potential source audiences, workforce centers, schools and learning institutions, as well as tribal colleges and organizations, veterans' groups, and community-based diversity programs where sources of diverse candidates may be found. Also, variety of Reclamation representatives, not only human resources specialists and managers, but also area office staff and other subject matter experts attend career fairs at HSIs, TCUs, HBCU's, and tribal colleges/universities to promote hiring efforts utilizing the Pathways programs to attract students and recent graduates, and other special hiring authorities.

Our regional human resources offices utilize electronic mailing lists and regular email in addition to USAJOBs postings, to send vacancy information to disability advocacy organizations, veterans' organizations, vocational rehabilitation contacts/coordinators, diversity/job service representatives, and colleges and university contacts in various geographic locations. These extra efforts help reinforce Reclamation's commitment to employing a diverse workforce but also assist in building more lasting relationships and partnerships with affinity groups.

As part of the campaign, several virtual events were held to raise awareness of hiring flexibilities, build capacity, and foster collaboration. These included:

- **Reclamation's mentoring program which partners employees with managers, supervisors, and/or experienced employees.** – This program transfers knowledge and

skills; builds and retains a well-rounded cadre of employees for successions; fosters an open environment where information is shared, and strengthens communication, trust and collaboration between Reclamation associates at all levels.

- **WRP -** Provide training and workshops to these organizations and groups educating them on such topics as resume writing, navigating through USAJOBSs, the federal hiring process, and special hiring authorities/programs to help them more effectively search for federal employment.

- **Hiring Flexibilities -** We provide advice and counsel to assist managers in exploring hiring options when establishing new or restructuring current positions to provide developmental assignments as well as identify opportunities to hire diverse staff.

Bureau of Reclamation's Plan provides a path to create and foster a workforce that includes, engages, and attracts Federal employees from all segments of society. The strategy of this Plan is to increase the transparency of human capital processes (to the extent appropriate, in light of the obligation to protect certain test and examination materials, for example) throughout the workplace as an approach to foster the inclusion that leads to the diversity of the workforce. Our Plan provides a framework for the many initiatives that have been realized, the efforts that are currently underway, and the principal strategy, offering a cohesive and comprehensive path forward. Bureau of Reclamation will fully utilize policies, programs, and systems that support inclusive diversity through increasingly focused, innovative, and accelerated communication and learning strategies.

The efforts to date to implement the inclusive workplace concept are creating a workplace in which everyone is fully engaged and their skills and talents are fully utilized; our focus is on encouraging participation and creating an environment deemed welcoming and fair. We will continue diversity training and education programs that have been transformed and are moving to a broader dialog about organizational development and talent management.

The 2017 Government-wide Inclusive Diversity Strategic Plan (the Plan) outlines the implementation phase of Executive Order 13583, establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce (the Executive Order).

Bureau of Reclamation's Plan provides a path to create and foster a workforce that includes, engages, and attracts Federal employees from all segments of society. The strategy of this Plan is to increase the transparency of human capital processes (to the extent appropriate, in light of the obligation to protect certain test and examination materials, for example) throughout the workplace as an approach to foster the inclusion that leads to the diversity of the workforce. Our Plan provides a framework for the many initiatives that have been realized, the efforts that are currently underway, and the principal strategy, offering a cohesive and comprehensive path forward. Bureau of Reclamation will fully utilize policies, programs, and systems that support inclusive diversity through increasingly focused, innovative, and accelerated communication and learning strategies.

Our Plan will focus on data-driven decision-making through the strategic use of applicant flow data from past selection processes to help plan recruitment for subsequent selection processes. This will potentially foster a diversified applicant pool at all stages of the employee life-cycle, emphasize and identify potential areas of implicit bias, train on the New Inclusion Quotient (New IQ), create a more interactive Federal Equal Opportunity Recruitment Program (FEORP), and intensify and accelerate agency communication techniques.

Bureau of Reclamation general strategy involves fostering the diversity of the potential applicant pool throughout all stages of the employee lifecycle. This can be accomplished through targeted and strategic outreach and recruitment efforts that include the use of social media, as part of an overall and comprehensive recruitment plan.

DOI leaders are seeing inclusivity as an advantage and have been given the responsibility and the autonomy to develop sensible and sustainable approaches for building and retaining a diverse workforce. They are communicating—in word and deed—their commitment to institutionalizing recruiting, hiring and promotion procedures that are based on merit, and do not deliberately or inadvertently exclude anyone from competing.

The efforts to date to implement the inclusive workplace concept are creating a workplace in which everyone is fully engaged and their skills and talents are fully utilized; our focus is on encouraging participation and creating an environment deemed welcoming and fair. We will continue diversity training and education programs that have been transformed and continue moving to a broader dialog about organizational development and talent management.

Creating a diverse Federal workforce that draws from all segments of society requires sustained commitment to ensuring a level playing field upon which applicants and employees may compete for opportunities within the Government. Sustaining the highest levels of integrity and professionalism throughout new outreach and recruiting efforts is paramount to achieving the strategic vision set out in this plan.

GOAL 1 - WORKFORCE DIVERSITY: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

- **Priority 1.1:** Identify barriers that inhibit inclusive diversity efforts.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Identify barriers that prevent inclusive diversity efforts.	Develop capability to identify and analyze diversity barriers.	Director of Human Resources Director of Civil Rights Chief Diversity Officer	Ongoing
2. Coordinate outreach and recruitment strategies to maximize ability to recruit from a diverse, broad spectrum of potential applicants, including a variety of geographic regions, academic sources, and professional disciplines.	Implement action items identified in the Management Directive 715 and Federal Equal Opportunity Recruitment Program reports. Establish mutually beneficial relationships with partners and stakeholder organizations.	Director of Civil Rights Director of Human Resources Chief Diversity Officer	Ongoing Ongoing
3. Ensure that outreach and recruitment strategies designed to draw from all segments of society, including those who are	Build alliances with other federal agencies to increase capacity to diversify applicant pools and build sustainable talent pipelines.	Chief Diversity Officer Director of Civil Rights	Ongoing

underrepresented, are employed when using staffing flexibilities and alternative hiring authorities.	Implement action items identified in the Management Directive 715 and Federal Equal Opportunity Recruitment Program reports.	Director of Human Resources	Ongoing
4. Develop strategic partnerships with a diverse range of colleges and universities, trade schools, apprentice programs, and affinity organizations from across the country.	Identify opportunities for Employee Groups to support implementation of the Inclusive Workplace Strategy Assess current partnerships and practices to identify opportunities to improve efficiency and effectiveness and work more collaboratively around recruiting top talent from every background and community.	Chief Diversity Officer Director of Civil Rights Chief Diversity Officer	Ongoing Ongoing

GOAL 1 - WORKFORCE DIVERSITY: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

- **Priority 1.2:** Review the wide range of policies, programs, systems, and techniques currently in use and determine specific initiatives that should be enhanced and improved.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Use Schedule A hiring authority for people with disabilities and Veteran Hiring Authorities as part of the strategy to recruit and retain a diverse workforce.	Integrate non-competitive/special hiring authorities training into Supervisory Development Programs.	Director of Human Resources Director of Strategic Employee and Organization Development	Ongoing
2. Support SEPs and appoint SEP Managers as advisors	Develop and deliver a course of instruction designed to strengthen	Chief Diversity Officer	

on hiring, retaining and promoting a diverse workforce.	talent management processes and procedures to have in place integrated human capital schemes, policies, procedures and practices that promote and enable strategic partnerships between SEPs and managers and supervisors.	Director of Civil Rights Director of Human Resources Director of Strategic Employee and Organization Development	Ongoing
3. Review current diversity programs, policies, systems, and techniques.	Identify engagement support elements for improvement.	Director of Human Resources Director of Civil Rights Chief Diversity Officer	Ongoing

<u>GOAL 2 - WORKPLACE INCLUSION</u>: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

- **Priority 2.1:** Foster a culture of inclusion and engagement by employing culture change strategies such as the New Inclusion Quotient (New IQ) Initiative and Diversity and Inclusion Dialogues.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Provide orientation for new Federal employees and new members of the SES to introduce them to the agency culture and to provide networking opportunities.	Evaluate current employee and new SES orientation programs and practices to identify opportunities to improve effectiveness. Develop and implement an improvement plan.	Deputy Assistant Secretary for Human Capital and Diversity Director of Human Resources Director of Strategic Employee and Organization Development	Ongoing

GOAL 2 - WORKPLACE INCLUSION: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

- **Priority 2.2:** Promote teamwork, collaboration, cross-functional operations, and transparency.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Support participation in employee affinity and resource groups and provide such groups with access to agency senior leadership.	Conduct a workshop for employee groups for the purpose of framing the future role of employee groups in obtaining and keeping America's best talent in DOI.	Chief Diversity Officer Director of Civil Rights	Ongoing
2. Develop a feedback system to identify and implement how to make new employees feel welcome and acclimated to the agency.	Evaluate current and new employees to identify opportunities to improve effectiveness to the on-boarding process. Develop and implement an improvement plan.	Director of Strategic Employee and Organization Development Director of Human Resources Director of Civil Rights Chief Diversity Officer	Ongoing

GOAL 3 - SUSTAINABILITY: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.

Priority 3.1: Foster a diverse, high-performing workforce by utilizing data-driven approaches to promotion opportunities and career development, including analyzing applicant flow data; developing career enhancement opportunities; utilizing appropriate collaborative practices and social media technologies; and collaborating with Special Emphasis Program Managers, affinity groups, and employee resource groups.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Enhance mentoring programs within agencies for	Modify formal and informal mentoring programs that	Director of Human Resources	Ongoing

employees at all levels with an emphasis on aspiring Executive level employees.	encompass guided mentoring opportunities and self-directed mentoring options.	Director of Civil Rights Chief Diversity Officer	
2. Affirm the value of workforce diversity and inclusion in each agency's strategic plan and include them in workforce planning activities.	Communicate DOI's vision for a highly skilled workforce and focus on the improvement of key areas that will strengthen workforce management capabilities including recruitment, retention, and development that reflects the diversity of the Nation in the *Strategic Plan for Fiscal Years 2014 – 2018.*	Secretary	Ongoing Ongoing
3. Ensure that all SES members, managers, supervisors and employees throughout the agency have performance measures in place to ensure the proper execution of the agency's strategic plan, which includes diversity and inclusion, and that all are trained regarding relevant legal requirements.	Implement diversity performance element for senior executives and managers and supervisors to hold appropriate leaders accountable for the successful implementation and progress of diversity and inclusion plans. Provide diversity and inclusion training to the DOI workforce. Provide EEO training to the DOI workforce.	Assistant Secretaries Bureau Directors Office Directors Director of Human Resources Chief Diversity Officer Director of Civil Rights	Completed Ongoing Ongoing

GOAL 3 - SUSTAINABILITY: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.

- **Priority 3.2:** Collect relevant performance data to establish a business case for diversity and inclusion for the agency; collaborate with other agencies and the Diversity and Inclusion in Government (DIG) Council to create models for analyzing performance metrics in correlation with diversity and inclusion metrics.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Employ a diversity and inclusion dashboard with metrics as a tool for agency workforce planning and reporting.	Develop a diversity and inclusion dashboard with metrics as a tool for workforce planning and reporting.	DAS for Human Capital and Diversity Chief Diversity Officer	Ongoing
2. Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive Orders, management directives, and policies.	Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive Orders, management directives, and policies.	Chief Diversity Officer Director of Human Resources Director of Civil Rights	Ongoing
3. Collect diversity and inclusion data to track agency efforts and provide a mechanism for refining plans.	Submit a quarterly briefing to the secretary on the progress of a more inclusive workplace.	Chief Diversity Officer Assistant Secretaries Bureau Directors	Ongoing

GOAL 3 - SUSTAINABILITY: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.

- **Priority 3.3:** Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Contribute to, OPM's Diversity and Inclusion Best Practice Program, pursuant to Executive Order 13583.	Participate as an OPM partner agency in providing guidance to agencies concerning formulation of Federal agency-specific diversity and inclusion strategic plans.	Chief Diversity Officer Director of Civil Rights	Ongoing
2. Ensure all employees have access to diversity and inclusion training and education, including the proper implementation of the Agency-Specific Diversity and Inclusion Strategic Plan as well as relevant legal requirements.	Utilize Diversity Change Agents to train and educate the workforce about diversity and bureau-specific diversity and inclusion implementation plans. Provide EEO training to the DOI workforce.	Chief Diversity Officer Director of Civil Rights	Ongoing

2017 Strategic Accomplishments related to Hispanic Employment

- **Hispanic Association of Colleges & Universities (HACU) DOI MOU:** Reclamation continued to ensure DOI and HACU fulfilled the goals and responsibilities set forth in the joint MOU; regularly communicated with leadership to ensure their support and participation in the implementation of the MOU with HACU. As a result of these efforts the following was accomplished:
    - HACU received Direct Hiring Authority Resource Assistant Program cooperative agreement. FY 16 BOR had 28 HACU interns of which 4 were hired permanently; FY17, BOR had 16 interns, of which 2 were hired permanently.
    - Three grant/cooperative agreement opportunities were sent to HACU leadership for HACU Member HSIs to apply (BOR, BLM & F&WS).
    - Reclamation awarded its Youth Master Agreement in calendar year 2017. The Direct Hiring Authority Resource Assistant Program will be included in the Youth Master Agreement. HACU was awarded /selected as one of the partners.
    - DOI participated in HACU's Annual Conference.
    - Reclamation provided intern opportunities for three HACU students in its mission critical occupations (i.e., Civil & Mechanical Engineer); all three students came from Hispanic Serving Institutions.
- **DOI National Association of Hispanic Employees:**
    - Reclamation's Hispanic Employment Program Manager (HEPM) led the efforts to re-institute the DOI National Association of Hispanic Employees (NAHE) and revised its charter and bylaws to be more inclusive and reflective of the new goals for the organization & DOI.
    - DOI employees from BSEE, Reclamation NPS, and OS have stepped into the roles of the Executive Board for the NAHE and helped to establish membership/membership form, website, Facebook page, developed a one-page flier and brochure about the NAHE.
    - Established Partnerships with OPM's Adelante affinity group and State Department's HECFAA.
    - Held two joint events with OPM Adelante, one of which was Tertulia Social Gathering to honor Cesar Chavez legacy in April 2017 held at DOI in DC; and a Student Forum/federal government career fair during Hispanic Heritage Month (September 19, 2017) held at OPM DC.
    - Promoted and encouraged participation in the DOI Change Agent Course.
    - Circulated job opportunities, resources, and provided assistance to job seekers.
- **Society of Hispanic Professional Engineers (SHPE)**:
    - Reclamation participated in a DOI partnership meeting with SHPE. The outcome of the meeting was to begin a dialog how DOI & SHPE could formulate a solid partnership to work together to meet future workforce succession needs in the STEM fields. Reclamation participated in the conference and conducted outreach and recruitment, participated in a round table discussion, and met with SHPE Executives to begin the discussion of creating a Reclamation SHPE Chapter. Several resumes were collected and shared with the Human Resources offices and managers/supervisors.

- Reclamation was honored during Annual SHPE Conference held in Seattle, WA on November 2-6, 2016, with the 2016 Government Agency of the Year Award. The award recognizes the Reclamation's endorsement of STEM awareness, access, support and development initiatives. It also acknowledges a commitment to ensuring that Hispanics are highly valued as influential leaders of innovation, science, technology and engineering.

- **Diversity In Action Publication:** Reclamation submitted two advertisements in the *Diversity In Action* publication for their 2017 Spring issues. In addition to the advertisements, Reclamation highlighted two Hispanic females working/studying in the STEM fields i.e., engineering. *Diversity in Action* reaches over 75,000 diverse STEM Professionals, Students and Veterans. They have partnerships and distribute their publication to members of various STEM Diversity organizations/events including but not limited to, Society of Hispanic Professional Engineers, Latinas in Computing, and Hispanic IT Executive Council plus Historically Black Colleges and Universities, Tribal Schools for Native Americans, and Hispanic Serving Institutions. The magazines are sent to the deans in the STEM departments and diversity program directors. Reclamation was able to market their organization as an employer of choice to all these diverse organizations and educational institutions, and to promote Reclamation STEM mission-critical occupations.
- **Hispanic Communications Network:** Denver Public Affairs and Civil Rights Division met with the Hispanic Communication Network to discuss the possibility of doing marketing and outreach using the media setting.
- **Reclamation Regional Offices Outreach & Recruitment to HSIs, Hispanic and underserved communities, including high schools:** Our regional offices' outreach to minority community-based programs and student events; engage in targeted recruitment by attending minority job/career fairs and conferences, e.g., SHPE, HACU, and those that support and promote Reclamations mission critical occupations & STEM careers.

2017 Plan Activities:

- **DOI/HACU MOU:**
  - HACU will ensure Reclamation is sent information in advance on all program and student opportunities. Reclamation will share this information with the DOI Leadership Group representatives so bureaus have ample time to engage and support the HACU sponsored programs applicable to their needs.
  - DOI/BOR will continue to send to HACU all grant and student program opportunities (as they become available); and HACU will ensure that these opportunities are shared directly with the HSIs and notify Reclamation which HSIs were provided the information.
- **Youth Master Agreement – Direct Hire Resource Assistant Program –** Continue to utilize the Direct Hiring Authority Resource Assistant Program and using HACU and Hispanic Access partners to increase the applicant pool.
- **Continued Outreach, Recruitment & Education to HSIs, Hispanic and underserved communities and high schools with high percentage of Hispanics.**

2017 Strategic Activities Related to the Employment of People with Disabilities

- Reclamation regions continued their support of partnerships with state rehabilitation offices, veterans' networks, and many disability workforce recruiting organizations and services to provide workshops and training to assist these agencies in securing employment for their participants in the national workforce. The program is designed to develop, enhance, and or provide an entryway back into the workforce while providing managers an opportunity to sponsor internships while going through the process of filling vacant position. Training hosted: "Diversity: Never Stop Pushing." This training was for disability awareness month and focused on overcoming physical adversity to succeed.

- Regions frequently send vacancy flyers to a number of organizations that include: 29 veteran's organizations, 8 vocational rehabilitation contacts, 3 youth organizations, 17 Employee Organizations and Partner Organizations, 15 Diversity/job service organizations, and over 150 colleges and universities. The emails are an opportunity to reinforce Reclamation's commitment to becoming a model employer of people with disabilities.

- State and local rehabilitation departments continue to be invited to conduct and present disability awareness training to our employees. As a result of the different types of training presented at one region, they are able to report that 100% of their supervisors and managers complete diversity training.

- Reclamation works closely with the Wounded Warriors and Feds Hire Vets programs in developing job search training and increasing opportunities for veterans to obtain employment. Reclamation's job search training contains modules that focuses on human resource topics such as: Building a Resume; Understanding USAJOBS and Navigating USAJOBS, What Employer's Perspectives are on Resumes and understand what specialized experience means and tailoring your resume for each position you apply. Interview Techniques/Practice during Mock Interviews, Networking and Career Fair. Providing sample resumes that are helpful when applicants apply for position on USAJOBS when they choose not to use USAJOBS resume builder.

- Regions continue to send vacancy announcements to the Workforce Recruitment Program (WRP) eligible, who have expressed an interest in employment. The spreadsheet is broken down by the degree conferred and contains the resume, transcripts, informal interview summary, area of interest, and highest grade in which they qualify. Hiring officials are encouraged to contact the program participants to conduct interviews or obtain additional information. The spreadsheet will continue to be updated every fiscal year after WRP has updated its database.

- Several disability awareness training events were held throughout the fiscal year, covering mental health topics; the plight of soldiers who have returned from war either physically or psychologically wounded; recruiting, hiring and retaining individuals with disabilities; promoting employment of individuals with disabilities; PTSD and the

workplace; and best practices for complying with Section 501 of the Rehabilitation Act, to name only a few.

FY 2017 FEORP Progress Tracker

Bureau of Reclamation
Agency

Mentoring		
Mentoring **Qualitative Questions (Text)**		**If "No" or "Other", please use this section to provide a detailed explanation.**
Agency has a Formal Mentoring Program	Response Yes	
Mentoring Training provided	Response Yes	
Program is evaluated	Response Yes	
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	Response Annual	
Feedback is provided	Response Yes	
Program is announced to all qualified individuals	Response Yes	
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response Yes	
Mentoring **Quantitative Questions (# or %)**		
Percent of employees involved with mentoring in FY 2017	Response 1.84%	
Percent of SES involved with mentoring in FY 2017	Response 0.31%	
Percent of managers involved with mentoring in FY 2017	Response 0.28%	
Percent of supervisors involved with mentoring in FY 2017	Response 0.64%	
Count of employees involved with mentoring in FY 2017	Response 100	
Count of SES involved with mentoring in FY 2017	Response 17	
Count of managers involved with mentoring in FY 2017	Response 15	
Count of supervisors involved with mentoring in FY 2017	Response 35	
Total number of employees eligible to participate in FY 2017	Response 5435	

Diversity and Inclusion Training		
Diversity and Inclusion Training **Qualitative Questions (Text)**		**If "No" or "Other", please use this section to provide a detailed explanation.**
Formal Diversity and Inclusion Training provided	Response Yes	

Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	Response Annual	
Training on Unconscious Bias provided	Response Yes	
All employees briefed on agency's Diversity and Inclusion Policies	Response Yes	
Diversity and Inclusion Training **Quantitative Questions (# or %)**		
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2017	Response 49.02%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2017	Response 100.00%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2017	Response 2664	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2017	Response 18	
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated) in FY 2017	Response 5435	

Diversity and Inclusion Council

Diversity and Inclusion Council **Qualitative Questions (Text)**		**If "No" or "Other", please use this section to provide a detailed explanation.**
Agency has a Diversity and Inclusion Council	Response Yes	
Diversity and Inclusion Council has a charter	Response Yes	
Council members have received training	Response Yes	current members have had the training but there are many vacancies.
Council's mission aligns to agency mission	Response Yes	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	Response Quarterly	
Diversity and Inclusion Council **Quantitative Questions (# or %)**		
Percent of employees on council	Response 80.00%	
Percent of Senior Leadership on council	Response 20.00%	
Count of employees on council	Response 8	
Count of Senior Leadership on council	Response 2	
Total number of people on council	Response 10	

Development Programs

Development Programs **Qualitative Questions (Yes or No)**		**If "No" or "Other", please use this section to provide a detailed explanation.**
Agency has a SES Candidate Development Program that is announced to all qualified individuals	Response Yes	

The SES Candidate Development Program is evaluated regularly	Response Yes	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Response Yes	
The Career Development Program is evaluated regularly	Response Yes	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response Yes	
Development Program	**Quantitative Questions (# or %)**	
Percent of employees who participated in the SES Candidate Development Program in FY 2017	Response 0.09%	
Percent of employees who participated in a Career Development Program in FY 2017	Response 4.60%	
Count of employees who participated in the SES Candidate Development Program in FY 2017	Response 5	
Count of employees who participated in a Career Development Program in FY 2017	Response 250	

Performance Plans

Does your agency have a Diversity and Inclusion (D&I) element in the following groups' performance plans (this may also be incorporated in the leading people element)?

D&I Element in SES performance plans			**Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)**
Yes or No	Percentage	Count	
Yes	94.44%	17	

D&I Element in Management/Supervisor performance plans			**Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)**
Yes or No	Percentage	Count	
Yes	92.01%	691	

D&I Element in employee performance plans			**Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)**
Yes or No	Percentage	Count	
Yes	30.38%	1651	

Attachment 6

ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2017

A. Name and Address of Bureau

Bureau of Reclamation
Denver Federal Center
P.O. Box 25007
Denver, CO 80225

B. Name and Title of Designated FEORP Official *(if address is different from Section A, include e-mail address and telephone and fax numbers)*:

Ruth Welch, Director, Policy and Administration
Telephone: 303-445-2780

Laura Norton, Manager, Civil Rights Division
Telephone: 303-445-3012

C. Name and Title of Contact Person *(if address is different from Section A, include e-mail address and telephone and fax numbers)*:

Mark Susi, Human Resources Specialist
Telephone: 303-445-2131

CERTIFICATION

I certify the above bureau: 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 U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices ~~or installations~~.

ACTING FOR SIGNATURE _____ DATE 10-20-17
Human Capital Officer

SIGNATURE _____ DATE 10/23/2017
Civil Rights Manager

Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report

1. Agency	Department of Interior - Bureau of Reclamation	**2.** FY	2017
3. POC Name	Mark Susi	**4.** Phone	(303) 445-2131

5. Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

Human Resources recognizes that employment of disabled veterans is important to maintaining a diverse workforce. We will continue to use the following methods to recruit and employ disabled veterans:

Veteran applicants are advised of the provisions of the various appointing authorities via job fairs, conferences, outreach meetings, college and university visits, community and educational group meetings, and special events. A total of 39 events were attended by Reclamation employees in FY 2017. Contact was made with over 600 veterans.

Post vacancy announcements on the Agency's public website and OPM's USAJOBS website for external applicants to access regional job announcements through the internet to ensure widest distribution of information. Job announcements contain the statement that maximum consideration is given to Veterans Recruitment Appointment (VRA) and 30% or More Disabled Veterans.

Ensure vacancy announcements contain a statement indicating that reasonable accommodations are available throughout the application process, if requested, to those seeking employment in the Agency.

Vacancy announcements are sent to veterans' organizations and groups with a goal of soliciting applications from veterans and increasing the number of veterans working in Reclamation. Emails were sent to 29 veterans' organizations. Utilizing an electronic mailing list, more than 7,000 emails were sent to various veterans' organizations informing them of job opportunities within Reclamation.

Conducted workshops and outreach activities to assist transitioning service members from active duty to civilian life. Activities included: How to Apply for a Federal Job, How to Write a Federal Resume, How to Find Employment Opportunities, How use USAJOBS.GOV, and the Federal Hiring Process.

HR staffing specialists attended job fairs to gather resumes. These resumes are shared amongst staffing specialists. Using these resumes, Reclamation successfully hired eight disabled veterans using the 30% or More Disabled Veteran appointing authority and eight disabled veterans with less than a 30% disability in one region.

Maintain a relationship with a local employment coordinator for Vocational Rehabilitation and Employment with the veterans' associations to facilitate the direct referral of disabled veterans for employment consideration.

6. OPM DVAAP Manager Official Use Only: Is there an explanation of the recruitment and employment methods they have used?

Yes ☒	Somewhat ☐	No ☐	

7. Methods used to provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)
HR provided formal and informal training and education to the workforce on internal advancement opportunities, promotions, DOI Learn, disability awareness training and individual development plans through Brown Bag sessions, HR Essentials, and New Employee Orientation. HR staff along with the Equal Employment Opportunity (EEO) staff frequently discuss ways of improving the internal advancement of our veterans and other special programs. Statistical data is used to measure recruitment and hiring methods. HR meet with managers and supervisors to discuss succession planning and inform management of recruitment options, veteran hiring authorities, and how to participate in veteran job fairs. Individual Development Plans (IDPs) are used to identify training needs and to determine resources to meet those needs. Veterans with less than 15 years of education are placed on mandatory training plans, if hired under the VRA authority. Fourteen DOI Learn online classes were provided for learning about disabled veterans and their abilities, hiring authorities, and accommodations. Nine veterans out of 28 employees participated in the Students Motivated to Achieve Results through Training (SMARTT), a tuition payment program that allows participants to further their education, gain knowledge, and skills. In FY17, 31 employees attended Exploring Supervision at Reclamation (ESaR). EsaR is a 20 hour training program that provides an opportunity for motivated non-supervisory employees to explore the role, responsibilities, and rewards of supervision in Reclamation. ESaR focuses training on position management, succession planning, classification, recruiting, hiring, staffing, employee and labor relations, training, and performance. IN FY17, 14 employees attended Reclamation Strategies for Successful Supervision (RS3). RS3 is a 40 hour mandatory course for new supervisors that outlines all aspects of being a supervisor. In FY17, 14 employees completed the Great Plains Leadership Mastery Workshop. The Great Plains Leadership Mastery workshop provides employees with advanced level exposure to Reclamation and Great Plains specific topics as well as intensive leadership awareness and skills development seminars.

8. OPM DVAAP Manager Official Use Only: Does agency explain the career advancement methods they have used?			
Yes ☒	Somewhat ☐	No ☐	

9. A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated (Attach supporting addendums if needed)
Reclamation's Diversity and Inclusion Strategic Plan contains priorities, actions, and strategies addressing disabled veterans' employment that are monitored and measured. HR, the diversity management team, and the EEO continue to monitor, review, and evaluate activities related to hiring disabled veterans. Pre-recruitment consultations are conducted with supervisors on vacant positions. Consultations include information about hiring practices, hiring people with disabilities, veterans' preference, targeted recruitment strategies, and histroical applicant trends. Supervisors are given multiple cost-effective options for reaching a diverse talent pool, including full use of special hiring authorities and considerations for veteran appointments. Educating hiring officials to use non-competitive hiring authorities is accomplished through training sessions designed specifically for new supervisors in the Human Resources Management and EEO (HRM/EEO) class. HR specialists are committed to remaining proactive in utilizing hiring flexibilities. Monthly reports on the number of disabled veterans hired using the Veterans Recruitment Authority (VRA), Veterans Employment Opportunity Act (VEOA), and the 30% or More Disabled Veterans authority are used to assess effectiveness in hiring disabled veterans. Quarterly reports through the Federal Personal Payroll System (FPPS) Datamart are used for statistical monitoring, reviewing, and evaluating demographic data to include veteran specific data. Reports are shared with selecting officials during the pre-recruitment consultations.

10. OPM DVAAP Manager Official Use Only: Does agency describe how they monitored, reviewed and evaluated their DVAAP Activities? (If applicable as well as for major operating components and field installations)			
Yes ☒	Somewhat ☐	No ☐	

11. An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress (Attach supporting addendums if needed)

As of September 30, 2016, Reclamation's overall direct hire, full-time, and part-time personnel totaled 5,348. The number of veterans employed at Bureau of Reclamation totaled 1,569 (29.34%) in FY 2016. The number of disabled veterans totaled 664 (12.42%) and the number of disabled veteran with 30 percent or more totaled 411 (7.69%).

As of September 30, 2017, Reclamation's overall direct hire, full-time, and part-time personnel totaled 5,423. The number of veterans employed at Bureau of Reclamation totaled 2,203 (40.6%) in FY 2017. The number of disabled veterans totaled 668 (12.32%) and the number of disabled veteran with 30 percent or more totaled 454 (8.49%).

Reclamation continues its efforts to recruit veterans by educating hiring officials on veterans hiring authorities, to include being able to non-competitively hire certain veterans. EEO staff, HR, and hiring officials will continue to partner with veterans' organizations and the local community to improve employment opportunities for disabled veterans.

We are dedicated to creating an environment where individuals with disabilities, including disabled veterans, are provided the opportunity to contribute fully in the accomplishment of Reclamation's mission.

HR specialists will continue to attend the Veterans Administration Job Club, where veterans seeking employment are introduced to employers. Employment opportunities are discussed and, if available, resumes are collected for positions that are currently available or may become available in the near future. Other outreach opportunities, such as career fairs, will be utilized to recruit disabled veterans.

Veterans will be advised of the provisions of the various appointing authorities available to them via career fairs, conferences, outreach meetings, college and university tabling events, community and educational group meetings, job service contacts with Veterans Administration (VA), veterans' groups, and vocational rehabilitation facilities.

Statistical data regarding the recruitment and employment of disabled veterans will continue to be tracked and shared with management. Pre-recruitment consultations will be used to advise hiring officials on employment of a diverse workforce that includes disabled veterans.

12. OPM DVAAP Manager Official Use Only: Does agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges?

Yes ☒	Somewhat ☐	No ☐	

13. POC's Name, Email, and Phone Number of Operating Components and Field Installations (If Applicable)
Laurie Christopherson, lchristopherson@usbr.gov, 208-378-5169. David W. Thompson, dwthompson@usbr.gov, 801-524-3661. Joan Berlinger, jberlinger@usbr.gov, 406-247-7767 Nellis Air Force Base / Fallon Naval Air Station Fleet and Family Readiness - Nevada Fort Huachuca - Arizona Donald Murrary-John Rogers-Kathy Thompson: 702.652.3327 donald.murry.2@us.af.mil 775.426.3333 john.m.rogers1@navy.mil 520.538.5768 katherine.m.thomson.civ@mail.mil 99fss.fsfrcfp@us.af.mil Tonya Sims-Creech Air Force Base Family Readiness Center - Nevada 775.426.3338 tonya.sims@navy.mil U.S. Army Garrision Yuma Proving Ground-Arizona Bob Monteagudo-Rosa Dayton 702.404.0864 meril.monteagudo@creech.af.mil Yuma Marine Corps Air Station - Arizona (Folsome's former group) 928.328.2513 Alicia Ruvalcaba-Davis Mountian Air Force Base - Arizona 928.269.2680 alicia.ruvalcaba@usmc.mil Fort Irwin-California Tracy Cancer / Silvia Morano: 520.228.4024 tracy.cancer@usaf.mil MC Logistics Barstow - California 760.380.5165 silvia.m.moreno2.civ@mail.mil Patrick Rewerts - Luke & Gila Bend Air Force Base - Arizona 760.577.6533 patrick.rewerts@usmc.mil Rose Marston 623.856.6550 maraston@sonorantechnology.com EEO Outreach Vet Specialist/Family Readiness - California Erika Mcbribe-Beal Air Force Base Trans Asst. Coordinator - California 619.532.3140 erika.mcbribe@navy.mil Tersa Banks San Diego Marine Corps-California 530.634.2852 theresa.banks@us.af.mil Amber Briney-Mina Threat (Mil Spouses Group) Transition & Career Resource Manager: 530.634.2862 amber.briney@us.af.mil 619.524.1283/8440 mina.threat@usmc.mil Edwards Air Force Base Trans. Coordinator-California Sgt Samuel Flynn samuel.flynn.1@us.af.mil Toni Giddens, Program Manager, Work for Warriors 702-632-0551, toni.j.giddons.ctr@mail.mil

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification

1. Agency	Department of Interior - Burea of Reclamation	2. FY	2018
3. POC Name	Mark Susi	4. Phone	(303) 445-2131

5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)

Reclamation is committed to increasing the employment and advancement of veterans by promoting recruitment utilizing special hiring authorities and training and developing disabled veterans.

Recruitment Methods
Use targeted email listings for distribution of current vacancies to veterans' organizations and vocational rehabilitation offices. Outreach to veterans' organizations to provide presentations on topics such as navigating through USA jobs, how to write a Federal resume, and the Federal hiring process.
Use special veterans appointing authorities as a means for recruiting and hiring disabled veterans.
Brand Reclamation as an employer of choice for veterans using informational and formal sessions with prospective veteran applicants, educate veterans about Reclamation's mission, teach potential applicants how to better navigate the Federal hiring process, and track progress of veterans and disabled veterans going through informational sessions.

Methods to improve internal advancement opportunities for disabled veterans
HR and the Special Emphasis Program (SEP) Manager provide training to educate veterans on internal advancement opportunities, promotions, and other training and educational resources through brown bag sessions and SEP events.
Use apprenticeship programs and leadership mastery workshops to strength skills of veterans.

Internal Communication
Discuss the benefits of hiring veterans with hiring officials through the pre-recruitment consultation process.
EEO and HR will continue to collaborate and coordinate strategies for hiring officials' participation in outreach and recruitment efforts for disabled veterans.
Emphasis the importance of Executive Order 13518, Veterans Employment Initiative in regards to Federal agencies employing disabled veterans.

Monitoring, Reviewing, and Evaluating Efforts
HR and EEO collaborate on identifying improvements to current practices and reaffirm Reclamation's commitment to improve the recruitment, hiring, placement, development, and promotion of disabled veterans.
Continue to assess the progress, identify barriers, and evaluate the effectiveness of veteran employment initiatives using statistical data.

6. OPM DVAAP Manager Official Use Only: Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?

Yes ☒	Somewhat ☐	No ☐	

7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)							
8. Total # Employees	5,423	**9.** # Of Veterans	2,203	**10.** # Of Disabled Veterans	668	**11.** # Of 30% Or More Disabled Veterans	454

Overall Changes
As of September 30, 2017, Reclamation's overall direct hire, full time, and part-time personnel totaled 5,423. The number of veterans employed at Reclamation totaled 2,203 (40.62%) in FY 2017. The number of disabled veterans totaled 668 (12.32%) and the number of 30% or more disabled veterans totaled 454 (8.49%)

New Hires - There were 744 new hires in FY 2017, 260 (35%) were veterans, 125 (16.8%) were disabled veterans, and 90 (12.1%) were veterans with a service connected disability of 30% or more.

Separations - There were a total of 662 separations in FY 2017. The number of veterans that separated (not retirement eligible) was 141 (21.3%) and 52 (7.85%) were veterans with a service connected disability of 30% or more. The total number of veterans that retired was 63 (9.52%) and 8 (1.21%) were veterans with a service connected disability of 30% or more.

Promotions - There were a total of 781 promotions in FY 2017; 253 (32.4%) were veterans and 71 (9.1%) were veterans with a service connected disability of 30% or more.

12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes ☒	Somewhat ☐	No ☐

13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)
Reclamation will continue to use special veterans appointing authorities as a means for recruiting and hiring disabled veterans. Veteran applicants will be advised of the provisions of the various appointment authorities via job fairs, conferences, administrative executive boards, outreach meetings, college and university visits, community and educational group meetings, special events, and one-on-one counseling. Pre-Recruitment Consultation Process: During this process, managers and supervisors are provided demographic information for underrepresented groups and how to reach these groups through the recruitment process to include statistics on disabled veterans. Efforts are made to expand the area of consideration of applicants under special hiring authorities. Invite veterans' organizations to regional career fairs. Information is provided on Reclamation's mission and current and upcoming vacancies. Training at the career fair includes resume writing, interviewing techniques, and navigating USA Jobs. Attend university and college career fairs to meet with veterans' groups and promote Reclamation as an employer of choice. Use the Workforce Recruitment Program that connects employers with highly motivated college students and recent graduates with disabilities. Attend monthly Veterans Administration (VA) Job Club meetings where veterans seeking employment are introduced to employers. Employment opportunities with Reclamation are discussed with veterans. Work with vocational rehabilitation counselors, disabled veterans counselors, Heroes to Hire program advisors, and employment counselors with the VA to promote employment opportunities with Reclamation. Utilize applicant supply files where interested veterans can submit resumes and transcripts for positions within Reclamation. The files are reviewed, assessed, coded, and on file for management's use as a resource for filling their vacant positions.

14. OPM DVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?			
Yes ☒	Somewhat ☐	No ☐	

15. OPM DVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?			
Yes ☒	Somewhat ☐	No ☐	

16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)
Educate the workforce on internal advancement opportunities through the use of individual development plans, New Employee Orientation, and formal and informal training opportunities that include career path workshops, Reclamation Leadership Development Program, Aspiring Leadership Program, Strategies for Successful Supervision, and Exploring Supervision at Reclamation. These focus on developing leadership skills and abilities that will assist in the advancement of employees. Human Resources will continue to provide guidance to managers and supervisors on internal advancement opportunities, promotions, and other training and educational resources. EEO provides education to employees on internal advancement opportunities, improving communication, public speaking, and leadership skills through brown bag sessions and SEP training. The SEP utilizes available resources to provide disability awareness training to increase managers and supervisors confidence in working with a diverse workforce, including disabled veterans.

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?			
Yes ☒	Somewhat ☐	No ☐	

18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?				
Yes ☒	Somewhat ☐	No ☐	Not Needed ☐	

19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

HR and EEO will work with selecting officials, by way of the pre-recruitment consultation, to encourage the use of special appointment authorities to recruit veterans and bring awareness of hiring disabled veterans and individuals with disabilities. The pre-recruitment consultation sets forth a collaborative process designed to inform and educate hiring officials on the options available for filling vacancies and assist with identifying targeted outreach and/or recruitment efforts in order to increase the number of qualified applicants from diverse demographic groups, including disabled veterans.

Educate supervisors, managers, and employees by hosting awareness-training events to foster a positive workforce balance of recognition and inclusiveness for veterans. Promote the Operation Warfighter, Wounded Warrior Program, and Non-Paid Work Experience Program to agency hiring officials and HR specialists as an avenue to increase employment of veterans and their spouses.

Spotlight successful veteran outreach and recruitment efforts and activities via internal employee newsletters.

Participate on the monthly Administrative Officer's (AO) conference call. As part of our regular agenda items, we discuss the various recruitment options, and how the AO's can apply those options in their particular office.

20. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes ☒	Somewhat ☐	No ☐	Not Applicable ☐

21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)
Efforts will be monitored, reviewed, and evaluated by continuing the pre-recruitment consultations with hiring officials, the Outreach Strategy consultation with hiring officials and EEO staff, and educating hiring officials through training and routine communications. The EEO Office will identify barriers, and evaluate the effectiveness of veteran employment initiatives. Program evaluation, best practices, lessons learned, and accomplishments will be shared with management to monitor Reclamation's progress towards reaching the goals established in the DVAAP Plan. Automated systems will be used to perform workforce analyses and to monitor and assess progress in meeting recruitment goals for disabled veterans.

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)			
Yes ☒	Somewhat ☐	No ☐	

23. POC's Name, Email, and Phone Number of Operating Components and Field Installations (If Applicable)
Joan Berlinger, jberlinger@usbr.gov, 406-247-7767 Laurie Christopherson, lchristopherson@usbr.gov, 208-378-5169 Nellis Air Force Base / Fallon Naval Air Station Fleet and Family Readiness - Nevada Fort Huachuca - Arizona Donald Murrary-John Rogers-Kathy Thompson: 702.652.3327 donald.murry.2@us.af.mil 775.426.3333 john.m.rogers1@navy.mil 520.538.5768 katherine.m.thomson.civ@mail.mil 99fss.fsfrcfp@us.af.mil Tonya Sims-Creech Air Force Base Family Readiness Center - Nevada 775.426.3338 tonya.sims@navy.mil U.S. Army Garrision Yuma Proving Ground-Arizona Bob Monteagudo-Rosa Dayton 702.404.0864 meril.monteagudo@creech.af.mil Yuma Marine Corps Air Station - Arizona (Folsome's former group) 928.328.2513 Alicia Ruvalcaba-Davis Mountian Air Force Base - Arizona 928.269.2680 alicia.ruvalcaba@usmc.mil Fort Irwin-California Tracy Cancer / Silvia Morano: 520.228.4024 tracy.cancer@usaf.mil MC Logistics Barstow - California 760.380.5165 silvia.m.moreno2.civ@mail.mil Patrick Rewerts - Luke & Gila Bend Air Force Base - Arizona 760.577.6533 patrick.rewerts@usmc.mil Rose Marston 623.856.6550 maraston@sonorantechnology.com EEO Outreach Vet Specialist/Family Readiness - California Erika Mcbribe-Beal Air Force Base Trans Asst. Coordinator - California 619.532.3140 erika.mcbribe@navy.mil Tersa Banks San Diego Marine Corps-California 530.634.2852 theresa.banks@us.af.mil Amber Briney-Mina Threat (Mil Spouses Group) Transition & Career Resource Manager: 530.634.2862 amber.briney@us.af.mil 619.524.1283/8440 mina.threat@usmc.mil Edwards Air Force Base Trans. Coordinator-California Sgt Samuel Flynn samuel.flynn.1@us.af.mil Toni Giddens, Program Manager, Work for Warriors 702-632-0551, toni.j.giddons.ctr@mail.mil

Plan Certification

The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered		From	10/01/2017	To	09/30/2018
25. Agency Name	Department of Interior - Bureau of Reclamation				
26. DVAAP POC's Name	Mark Susi				
27. Title	Human Resources Specialist				
28. Telephone Number	(303) 445-2131	**29.** Email	msusi@usbr.gov		
30. Date Plan Last Amended	10/01/2016	**31.** Date Effective	10/01/2016		
32. DVAAP Certifying Official's Name	Carl A. Durrett, II				
33. Title	Human Resources Policy and Program Division Manager				
34. Telephone Number	(303) 445-2697	**35.** Email	cdurrett@usbr.gov		
36. DVAAP Certifying Official Signature				**37.** Date	10-25-17

SUBJECT: Policy Statement on Diversity and Inclusion in Reclamation's Workforce

The policy of the Bureau of Reclamation (Reclamation) is to ensure that diversity, inclusivity, and respect are integral parts of our workplace culture and values. In carrying out our vital mission to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public, we must set a strong example in our own workforce by continuing to acknowledge, appreciate, and respect our differences. .

The fostering of an inclusive work culture and a diverse workforce is critical to our ability to meet our mission and to reflect the great diversity of the public we serve. It is our differences and unique experiences and perspectives that make our workplaces and our nation the best that they can be. A diverse workforce creates a dynamic and innovative work environment in which each employee has the opportunity to contribute and develop professionally and personally. Reclamation's can-do attitude and substantial success in meeting its mission rely greatly upon the full and active participation of every member of the Reclamation team. We cannot afford to lose anyone's contributions or perspectives due to a lack of inclusivity.

Diversity includes all the characteristics, experiences, and cultural influences that make each of us unique. Diversity and inclusion are proven cornerstones of high organizational performance. Reclamation welcomes all individuals regardless of race, color, age, national origin, sex (including transgender status, gender identity, sexual orientation, and pregnancy), religion, disability, genetic information, marital status, political affiliation, status as a parent, or prior EEO activity. Everyone in Reclamation's workforce and everyone with whom we engage in carrying out our mission will be treated with respect and dignity.

By fostering an atmosphere of inclusion and respect, we demonstrate our commitment to the value of diversity and benefit from the strengths afforded by differences in communication styles, ideas, and organizational contributions of each person. Diversity not only complements our basic organizational values of teamwork and leadership, but also is integral to the way we work. Every Reclamation employee has the responsibility to ensure diversity and inclusion throughout our organization. I encourage all employees to learn as much about our workforce's diversity as possible and to actively embrace the principles of inclusivity and respect in all aspects of our work and mission. I believe that such actions have the power to make Reclamation a model employer and an outstanding organization.

DRAFT

2017

Federal Employee Viewpoint Survey

Empowering Employees. Inspiring Change.

1st Level Subagency Report

Department of the Interior
BUREAU OF RECLAMATION

Department of the Interior
BUREAU OF RECLAMATION
1st Level Subagency Report

This 2017 Federal Employee Viewpoint Survey Report provides summary results for your subagency, including comparisons to your department or agency.

Response Summary

	Surveys Completed	Response Rate
Governmentwide	486,105	45.5%
Department of the Interior	25,867	54.6%
BUREAU OF RECLAMATION	**2,734**	**57.4%**

Your Data

An embedded Microsoft® Excel® file containing your results. To access the workbook from Adobe® Reader®, double click on the 'pin' in the upper left corner of this page. Alternatively, you may access the workbook through the vertical navigation pane on the left side of the Adobe® Reader® window by clicking on the image of the paper clip.

Top 10 Positive & Negative Items and Leading & Trailing Your Comparison Group.

These sections provide high level information on how your subagency is doing.

Main Report Results

The results include response percentages for each survey item. The definitions for the Positive, Neutral, and Negative response percentages vary in the following ways across the three primary response scales used in the survey:

Positive: *"Strongly Agree* and *Agree"* or *"Very Satisfied* and *Satisfied"* or *"Very Good* and *Good"*

Neutral: *"Neither Agree nor Disagree"* or *"Neither Satisfied nor Dissatisfied"* or *"Fair"*

Negative: *"Disagree* and *Strongly Disagree"* or *"Dissatisfied* and *Very Dissatisfied"* or *"Poor* and *Very Poor"*

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of *Do Not Know (DNK)* or *No Basis to Judge (NBJ)* responses, where applicable, is listed separately.

Department of the Interior
BUREAU OF RECLAMATION
1st Level Subagency Report

Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment (only items 1 to 71 are included). Use this snapshot as a quick reference or overview of your FEVS results.

Highest Percent Positive

96.2%	When needed I am willing to put in the extra effort to get a job done. (Q.7)
91.0%	I am constantly looking for ways to do my job better. (Q.8)
89.0%	The work I do is important. (Q.13)
87.8%	In the last six months, my supervisor has talked with me about my performance. (Q.50)
87.5%	My supervisor supports my need to balance work and other life issues. (Q.42)
86.4%	I like the kind of work I do. (Q.5)
86.0%	How would you rate the overall quality of work done by your work unit? (Q.28)
85.0%	My supervisor treats me with respect. (Q.49)
84.7%	Employees are protected from health and safety hazards on the job. (Q.35)
84.0%	I know how my work relates to the agency's goals and priorities. (Q.12)

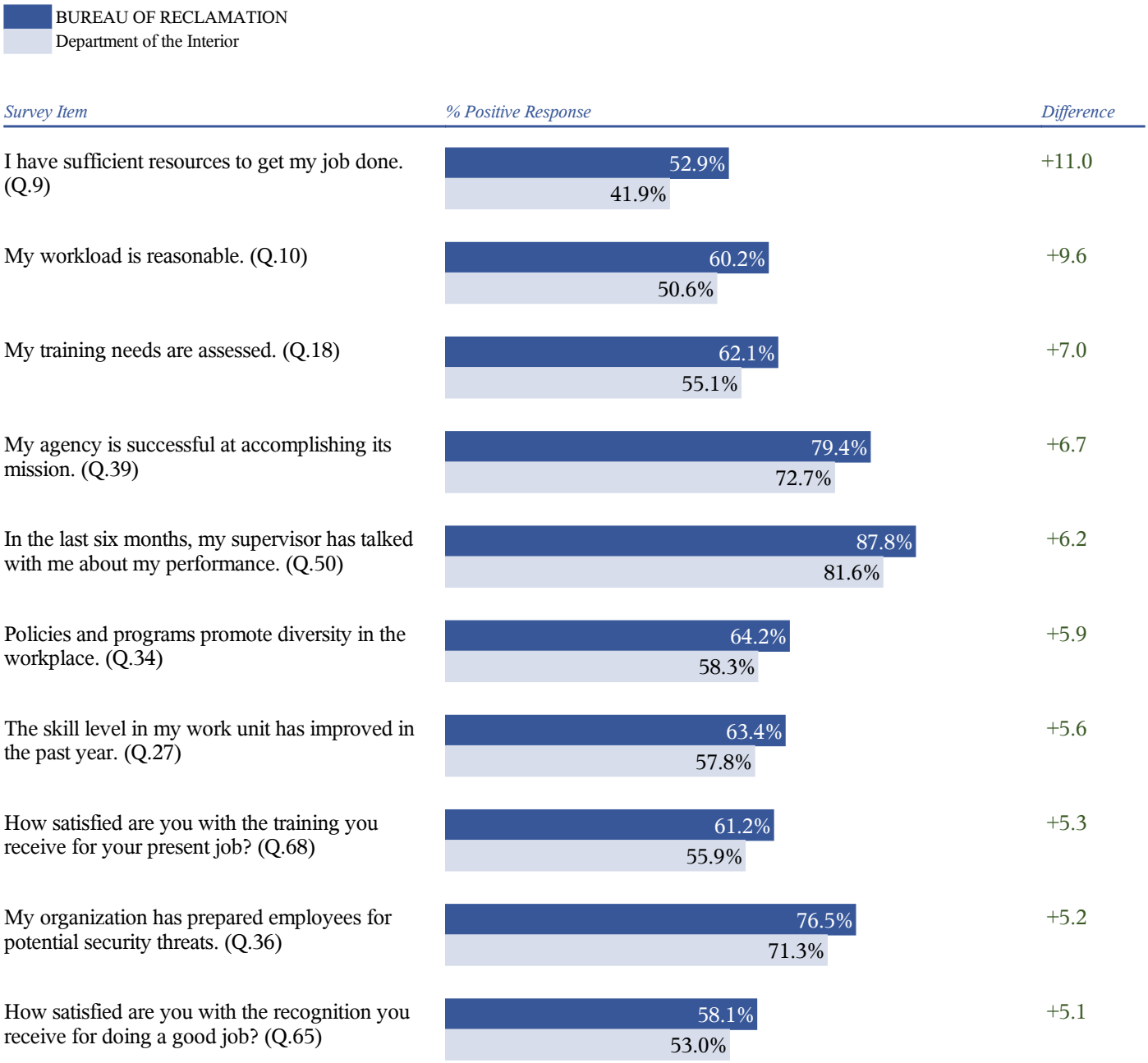
Highest Percent Negative

41.2%	Pay raises depend on how well employees perform their jobs. (Q.33)
34.5%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
32.8%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)
31.8%	My work unit is able to recruit people with the right skills. (Q.21)
31.6%	How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
31.0%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
30.7%	I believe the results of this survey will be used to make my agency a better place to work. (Q.41)
29.6%	Promotions in my work unit are based on merit. (Q.22)
29.4%	In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
27.2%	Creativity and innovation are rewarded. (Q.32)

Department of the Interior
BUREAU OF RECLAMATION
1st Level Subagency Report

Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (Department of the Interior) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 10.



Department of the Interior
BUREAU OF RECLAMATION
1st Level Subagency Report

Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (Department of the Interior) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are lower than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 10.

BUREAU OF RECLAMATION
Department of the Interior

Survey Item	*% Positive Response*	*Difference*

You have no items in this category

Department of the Interior
BUREAU OF RECLAMATION
1st Level Subagency Report

My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

	N	Positive	Neutral	Negative
Governmentwide	485,193	64.1%	16.0%	19.9%
Department of the Interior	25,836	68.6%	14.8%	16.6%
BUREAU OF RECLAMATION	**2,731**	**72.4%**	**13.8%**	**13.8%**

2. I have enough information to do my job well.

	N	Positive	Neutral	Negative
Governmentwide	483,786	71.1%	14.4%	14.5%
Department of the Interior	25,725	70.1%	15.2%	14.6%
BUREAU OF RECLAMATION	**2,720**	**70.2%**	**16.1%**	**13.7%**

3. I feel encouraged to come up with new and better ways of doing things.

	N	Positive	Neutral	Negative
Governmentwide	481,568	59.5%	17.7%	22.8%
Department of the Interior	25,595	64.9%	16.5%	18.6%
BUREAU OF RECLAMATION	**2,708**	**65.4%**	**16.7%**	**17.9%**

4. My work gives me a feeling of personal accomplishment.

	N	Positive	Neutral	Negative
Governmentwide	483,323	71.9%	14.4%	13.7%
Department of the Interior	25,687	74.8%	13.8%	11.4%
BUREAU OF RECLAMATION	**2,721**	**74.7%**	**14.2%**	**11.0%**

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Governmentwide	481,878	83.4%	10.7%	5.8%
Department of the Interior	25,570	86.0%	9.5%	4.5%
BUREAU OF RECLAMATION	**2,715**	**86.4%**	**9.7%**	**3.9%**

6. I know what is expected of me on the job.

	N	Positive	Neutral	Negative
Governmentwide	481,399	80.4%	10.6%	9.0%
Department of the Interior	25,619	77.9%	12.4%	9.7%
BUREAU OF RECLAMATION	**2,707**	**79.1%**	**12.4%**	**8.6%**

Department of the Interior
BUREAU OF RECLAMATION
1st Level Subagency Report

My Work Experience (continued)

7. When needed I am willing to put in the extra effort to get a job done.

	N	Positive	Neutral	Negative
Governmentwide	483,257	95.8%	2.7%	1.5%
Department of the Interior	25,731	95.9%	2.7%	1.4%
BUREAU OF RECLAMATION	**2,713**	**96.2%**	**2.3%**	**1.5%**

8. I am constantly looking for ways to do my job better.

	N	Positive	Neutral	Negative
Governmentwide	483,445	91.0%	7.3%	1.7%
Department of the Interior	25,742	91.5%	7.2%	1.3%
BUREAU OF RECLAMATION	**2,717**	**91.0%**	**7.1%**	**1.9%**

9. I have sufficient resources (for example, people, materials, budget) to get my job done.

	N	Positive	Neutral	Negative	DNK
Governmentwide	483,755	47.4%	16.1%	36.6%	973
Department of the Interior	25,758	41.9%	15.8%	42.3%	35
BUREAU OF RECLAMATION	**2,723**	**52.9%**	**16.0%**	**31.0%**	**2**

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Governmentwide	482,533	58.9%	16.0%	25.0%	776
Department of the Interior	25,686	50.6%	17.6%	31.9%	21
BUREAU OF RECLAMATION	**2,719**	**60.2%**	**16.1%**	**23.7%**	**2**

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Governmentwide	475,916	59.7%	16.5%	23.8%	1,928
Department of the Interior	25,194	61.5%	16.3%	22.2%	85
BUREAU OF RECLAMATION	**2,667**	**62.4%**	**17.9%**	**19.8%**	**12**

12. I know how my work relates to the agency's goals and priorities.

	N	Positive	Neutral	Negative	DNK
Governmentwide	481,130	84.2%	9.5%	6.4%	1,459
Department of the Interior	25,591	83.2%	10.3%	6.5%	91
BUREAU OF RECLAMATION	**2,702**	**84.0%**	**10.1%**	**5.9%**	**11**

Department of the Interior
BUREAU OF RECLAMATION
1st Level Subagency Report

My Work Experience (continued)

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Governmentwide	479,280	90.7%	6.4%	2.8%	1,120
Department of the Interior	25,488	90.7%	6.8%	2.5%	61
BUREAU OF RECLAMATION	**2,700**	**89.0%**	**8.4%**	**2.6%**	**8**

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	N	Positive	Neutral	Negative	DNK
Governmentwide	481,674	66.3%	14.0%	19.7%	2,014
Department of the Interior	25,663	69.7%	14.1%	16.3%	82
BUREAU OF RECLAMATION	**2,720**	**68.9%**	**14.0%**	**17.1%**	**6**

15. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide	477,285	71.3%	14.1%	14.6%	6,699
Department of the Interior	25,346	70.5%	15.1%	14.3%	417
BUREAU OF RECLAMATION	**2,677**	**72.9%**	**14.9%**	**12.2%**	**51**

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Governmentwide	480,241	82.7%	11.5%	5.8%	2,029
Department of the Interior	25,538	82.5%	12.1%	5.4%	128
BUREAU OF RECLAMATION	**2,706**	**81.6%**	**13.1%**	**5.3%**	**13**

17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	N	Positive	Neutral	Negative	DNK
Governmentwide	462,879	64.5%	17.3%	18.2%	19,717
Department of the Interior	24,598	63.4%	17.5%	19.1%	1,119
BUREAU OF RECLAMATION	**2,618**	**62.5%**	**18.9%**	**18.5%**	**106**

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Governmentwide	478,928	55.2%	22.4%	22.5%	4,395
Department of the Interior	25,543	55.1%	22.1%	22.8%	173
BUREAU OF RECLAMATION	**2,711**	**62.1%**	**19.1%**	**18.8%**	**15**

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My Work Experience (continued)

19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	N	Positive	Neutral	Negative	NBJ
Governmentwide	473,585	71.0%	13.4%	15.6%	11,653
Department of the Interior	25,331	71.0%	13.8%	15.2%	516
BUREAU OF RECLAMATION	**2,676**	**71.8%**	**14.7%**	**13.6%**	**58**

My Work Unit

20. The people I work with cooperate to get the job done.

	N	Positive	Neutral	Negative
Governmentwide	484,728	74.6%	12.9%	12.5%
Department of the Interior	25,788	76.0%	12.8%	11.2%
BUREAU OF RECLAMATION	**2,726**	**77.4%**	**12.4%**	**10.3%**

21. My work unit is able to recruit people with the right skills.

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,542	42.3%	25.4%	32.3%	16,412
Department of the Interior	25,182	40.3%	24.2%	35.5%	640
BUREAU OF RECLAMATION	**2,674**	**44.5%**	**23.7%**	**31.8%**	**58**

22. Promotions in my work unit are based on merit.

	N	Positive	Neutral	Negative	DNK
Governmentwide	449,801	35.8%	28.4%	35.9%	33,402
Department of the Interior	24,019	39.4%	28.9%	31.7%	1,708
BUREAU OF RECLAMATION	**2,544**	**41.1%**	**29.3%**	**29.6%**	**177**

23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	N	Positive	Neutral	Negative	DNK
Governmentwide	435,831	30.9%	27.5%	41.5%	47,551
Department of the Interior	23,339	32.8%	28.8%	38.5%	2,382
BUREAU OF RECLAMATION	**2,483**	**35.6%**	**29.9%**	**34.5%**	**244**

24. In my work unit, differences in performance are recognized in a meaningful way.

	N	Positive	Neutral	Negative	DNK
Governmentwide	454,415	36.1%	28.2%	35.7%	29,143
Department of the Interior	24,141	37.5%	29.6%	32.9%	1,622
BUREAU OF RECLAMATION	**2,570**	**40.3%**	**30.3%**	**29.4%**	**157**

My Work Unit (continued)

25. Awards in my work unit depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	449,570	43.7%	25.0%	31.3%	32,923
Department of the Interior	23,801	48.9%	24.1%	27.1%	1,880
BUREAU OF RECLAMATION	**2,557**	**51.1%**	**24.4%**	**24.5%**	**164**

26. Employees in my work unit share job knowledge with each other.

	N	Positive	Neutral	Negative	DNK
Governmentwide	481,370	74.5%	13.4%	12.1%	1,941
Department of the Interior	25,653	74.7%	13.1%	12.2%	95
BUREAU OF RECLAMATION	**2,709**	**76.0%**	**12.5%**	**11.5%**	**15**

27. The skill level in my work unit has improved in the past year.

	N	Positive	Neutral	Negative	DNK
Governmentwide	465,631	56.1%	27.6%	16.3%	18,337
Department of the Interior	24,971	57.8%	26.9%	15.2%	816
BUREAU OF RECLAMATION	**2,645**	**63.4%**	**24.2%**	**12.4%**	**81**

28. How would you rate the overall quality of work done by your work unit?

	N	Positive	Neutral	Negative
Governmentwide	484,120	83.4%	13.4%	3.2%
Department of the Interior	25,791	84.5%	12.5%	3.0%
BUREAU OF RECLAMATION	**2,729**	**86.0%**	**11.0%**	**2.9%**

My Agency

29. The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK
Governmentwide	469,308	70.9%	16.8%	12.4%	7,233
Department of the Interior	25,053	70.0%	17.3%	12.6%	397
BUREAU OF RECLAMATION	**2,665**	**72.8%**	**16.3%**	**10.9%**	**48**

30. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK
Governmentwide	465,394	47.4%	24.4%	28.2%	10,900
Department of the Interior	24,799	48.8%	25.0%	26.1%	636
BUREAU OF RECLAMATION	**2,641**	**52.0%**	**24.6%**	**23.4%**	**69**

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My Agency (continued)

31. Employees are recognized for providing high quality products and services.

	N	Positive	Neutral	Negative	DNK
Governmentwide	465,997	50.8%	22.5%	26.7%	9,657
Department of the Interior	24,800	53.2%	22.9%	23.9%	553
BUREAU OF RECLAMATION	**2,645**	**55.2%**	**24.0%**	**20.8%**	**60**

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Governmentwide	459,635	40.9%	28.2%	30.9%	15,232
Department of the Interior	24,521	43.2%	28.9%	27.9%	817
BUREAU OF RECLAMATION	**2,598**	**42.9%**	**29.9%**	**27.2%**	**98**

33. Pay raises depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	440,033	24.7%	27.8%	47.5%	34,307
Department of the Interior	23,319	24.3%	30.5%	45.2%	1,972
BUREAU OF RECLAMATION	**2,508**	**24.6%**	**34.1%**	**41.2%**	**187**

34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	N	Positive	Neutral	Negative	DNK
Governmentwide	442,361	58.7%	27.1%	14.2%	33,267
Department of the Interior	23,948	58.3%	26.3%	15.4%	1,436
BUREAU OF RECLAMATION	**2,540**	**64.2%**	**24.9%**	**10.9%**	**162**

35. Employees are protected from health and safety hazards on the job.

	N	Positive	Neutral	Negative	DNK
Governmentwide	469,234	76.9%	13.0%	10.1%	6,752
Department of the Interior	25,081	80.2%	12.0%	7.8%	289
BUREAU OF RECLAMATION	**2,680**	**84.7%**	**9.4%**	**5.9%**	**19**

36. My organization has prepared employees for potential security threats.

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,960	78.3%	13.0%	8.7%	5,276
Department of the Interior	24,993	71.3%	16.7%	12.0%	335
BUREAU OF RECLAMATION	**2,660**	**76.5%**	**14.1%**	**9.4%**	**28**

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My Agency (continued)

37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	N	Positive	Neutral	Negative	DNK
Governmentwide	448,936	54.9%	21.6%	23.5%	25,809
Department of the Interior	24,059	56.9%	21.3%	21.9%	1,295
BUREAU OF RECLAMATION	**2,558**	**58.5%**	**21.5%**	**20.0%**	**138**

38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

	N	Positive	Neutral	Negative	DNK
Governmentwide	435,144	68.7%	18.2%	13.1%	38,233
Department of the Interior	23,358	70.5%	17.3%	12.2%	1,976
BUREAU OF RECLAMATION	**2,490**	**70.1%**	**17.4%**	**12.5%**	**208**

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Governmentwide	467,844	76.3%	16.3%	7.5%	7,610
Department of the Interior	25,008	72.7%	18.0%	9.3%	402
BUREAU OF RECLAMATION	**2,653**	**79.4%**	**15.2%**	**5.4%**	**50**

40. I recommend my organization as a good place to work.

	N	Positive	Neutral	Negative
Governmentwide	475,463	66.3%	19.4%	14.3%
Department of the Interior	25,410	68.1%	18.8%	13.1%
BUREAU OF RECLAMATION	**2,707**	**70.8%**	**17.4%**	**11.8%**

41. I believe the results of this survey will be used to make my agency a better place to work.

	N	Positive	Neutral	Negative	DNK
Governmentwide	440,039	41.8%	27.0%	31.2%	36,315
Department of the Interior	23,393	38.1%	28.3%	33.6%	2,071
BUREAU OF RECLAMATION	**2,530**	**42.2%**	**27.0%**	**30.7%**	**181**

My Supervisor

42. My supervisor supports my need to balance work and other life issues.

	N	Positive	Neutral	Negative	DNK
Governmentwide	472,921	79.9%	10.0%	10.1%	2,324
Department of the Interior	25,270	83.8%	8.7%	7.6%	119
BUREAU OF RECLAMATION	**2,692**	**87.5%**	**7.2%**	**5.3%**	**11**

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My Supervisor (continued)

43. My supervisor provides me with opportunities to demonstrate my leadership skills.

	N	Positive	Neutral	Negative	DNK
Governmentwide	472,151	67.5%	16.5%	16.0%	2,221
Department of the Interior	25,227	70.5%	15.6%	13.9%	142
BUREAU OF RECLAMATION	**2,691**	**71.5%**	**16.3%**	**12.3%**	**11**

44. Discussions with my supervisor about my performance are worthwhile.

	N	Positive	Neutral	Negative	DNK
Governmentwide	468,047	65.5%	17.4%	17.1%	4,670
Department of the Interior	24,924	66.8%	17.3%	15.9%	315
BUREAU OF RECLAMATION	**2,663**	**70.5%**	**16.1%**	**13.4%**	**29**

45. My supervisor is committed to a workforce representative of all segments of society.

	N	Positive	Neutral	Negative	DNK
Governmentwide	438,339	69.6%	20.7%	9.8%	34,846
Department of the Interior	23,223	70.5%	20.4%	9.0%	2,096
BUREAU OF RECLAMATION	**2,470**	**72.9%**	**19.9%**	**7.2%**	**228**

46. My supervisor provides me with constructive suggestions to improve my job performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide	470,605	64.3%	18.5%	17.2%	2,367
Department of the Interior	25,149	63.3%	19.9%	16.8%	146
BUREAU OF RECLAMATION	**2,682**	**67.0%**	**18.9%**	**14.1%**	**13**

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Governmentwide	467,336	67.7%	16.9%	15.4%	6,537
Department of the Interior	24,962	71.1%	15.5%	13.5%	370
BUREAU OF RECLAMATION	**2,664**	**74.1%**	**14.5%**	**11.5%**	**35**

48. My supervisor listens to what I have to say.

	N	Positive	Neutral	Negative
Governmentwide	474,257	77.6%	11.4%	11.1%
Department of the Interior	25,347	78.7%	11.1%	10.3%
BUREAU OF RECLAMATION	**2,701**	**80.0%**	**10.6%**	**9.4%**

My Supervisor (continued)

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Governmentwide	472,973	82.5%	9.3%	8.2%
Department of the Interior	25,292	82.7%	9.4%	7.8%
BUREAU OF RECLAMATION	**2,696**	**85.0%**	**8.5%**	**6.4%**

50. In the last six months, my supervisor has talked with me about my performance.

	N	Positive	Neutral	Negative
Governmentwide	472,997	79.4%	9.3%	11.3%
Department of the Interior	25,296	81.6%	8.7%	9.7%
BUREAU OF RECLAMATION	**2,692**	**87.8%**	**7.1%**	**5.1%**

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Governmentwide	473,365	69.4%	15.3%	15.4%
Department of the Interior	25,318	69.9%	15.4%	14.7%
BUREAU OF RECLAMATION	**2,698**	**73.6%**	**14.0%**	**12.4%**

52. Overall, how good a job do you feel is being done by your immediate supervisor?

	N	Positive	Neutral	Negative
Governmentwide	473,735	71.9%	16.8%	11.3%
Department of the Interior	25,330	71.9%	16.9%	11.2%
BUREAU OF RECLAMATION	**2,696**	**75.7%**	**14.9%**	**9.4%**

Leadership

53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

	N	Positive	Neutral	Negative	DNK
Governmentwide	458,664	43.1%	24.5%	32.3%	12,542
Department of the Interior	24,518	37.8%	26.9%	35.3%	722
BUREAU OF RECLAMATION	**2,596**	**40.5%**	**26.7%**	**32.8%**	**92**

54. My organization's senior leaders maintain high standards of honesty and integrity.

	N	Positive	Neutral	Negative	DNK
Governmentwide	438,606	54.4%	24.1%	21.5%	31,681
Department of the Interior	23,342	49.8%	26.0%	24.2%	1,862
BUREAU OF RECLAMATION	**2,451**	**53.4%**	**24.9%**	**21.7%**	**231**

Leadership (continued)

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Governmentwide	445,624	68.5%	19.4%	12.1%	22,578
Department of the Interior	23,451	66.7%	21.3%	12.0%	1,572
BUREAU OF RECLAMATION	**2,504**	**69.4%**	**20.2%**	**10.4%**	**164**

56. Managers communicate the goals and priorities of the organization.

	N	Positive	Neutral	Negative	DNK
Governmentwide	461,098	62.4%	19.4%	18.2%	7,338
Department of the Interior	24,714	57.4%	21.2%	21.4%	387
BUREAU OF RECLAMATION	**2,623**	**59.2%**	**20.6%**	**20.2%**	**55**

57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	N	Positive	Neutral	Negative	DNK
Governmentwide	437,863	62.5%	22.4%	15.1%	30,108
Department of the Interior	23,040	56.0%	25.4%	18.6%	2,046
BUREAU OF RECLAMATION	**2,424**	**60.5%**	**24.3%**	**15.2%**	**244**

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

	N	Positive	Neutral	Negative	DNK
Governmentwide	452,145	55.3%	21.4%	23.2%	16,506
Department of the Interior	24,391	52.4%	21.9%	25.7%	765
BUREAU OF RECLAMATION	**2,580**	**55.2%**	**21.1%**	**23.6%**	**100**

59. Managers support collaboration across work units to accomplish work objectives.

	N	Positive	Neutral	Negative	DNK
Governmentwide	452,092	58.6%	21.4%	19.9%	17,020
Department of the Interior	24,323	57.7%	21.1%	21.1%	826
BUREAU OF RECLAMATION	**2,579**	**59.6%**	**20.7%**	**19.7%**	**103**

60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

	N	Positive	Neutral	Negative	DNK
Governmentwide	442,275	60.2%	22.5%	17.4%	27,324
Department of the Interior	23,682	58.2%	24.0%	17.8%	1,499
BUREAU OF RECLAMATION	**2,535**	**62.6%**	**21.5%**	**15.9%**	**148**

Leadership (continued)

61. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK
Governmentwide	460,935	55.6%	23.4%	21.0%	8,657
Department of the Interior	24,639	49.3%	27.1%	23.6%	532
BUREAU OF RECLAMATION	**2,620**	**52.8%**	**25.6%**	**21.6%**	**63**

62. Senior leaders demonstrate support for Work/Life programs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	425,880	56.8%	25.3%	17.9%	43,909
Department of the Interior	22,469	58.7%	25.6%	15.7%	2,727
BUREAU OF RECLAMATION	**2,411**	**62.4%**	**24.1%**	**13.5%**	**274**

My Satisfaction

63. How satisfied are you with your involvement in decisions that affect your work?

	N	Positive	Neutral	Negative
Governmentwide	468,305	52.7%	22.3%	24.9%
Department of the Interior	25,091	55.3%	21.6%	23.0%
BUREAU OF RECLAMATION	**2,679**	**57.9%**	**21.7%**	**20.4%**

64. How satisfied are you with the information you receive from management on what's going on in your organization?

	N	Positive	Neutral	Negative
Governmentwide	467,501	50.3%	23.0%	26.8%
Department of the Interior	25,061	49.8%	23.0%	27.1%
BUREAU OF RECLAMATION	**2,673**	**52.4%**	**24.7%**	**22.9%**

65. How satisfied are you with the recognition you receive for doing a good job?

	N	Positive	Neutral	Negative
Governmentwide	466,707	50.1%	23.5%	26.4%
Department of the Interior	24,973	53.0%	23.6%	23.4%
BUREAU OF RECLAMATION	**2,665**	**58.1%**	**21.7%**	**20.2%**

66. How satisfied are you with the policies and practices of your senior leaders?

	N	Positive	Neutral	Negative
Governmentwide	466,287	44.9%	29.5%	25.6%
Department of the Interior	25,016	40.6%	32.1%	27.3%
BUREAU OF RECLAMATION	**2,664**	**45.0%**	**30.9%**	**24.1%**

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My Satisfaction (continued)

67. How satisfied are you with your opportunity to get a better job in your organization?

	N	Positive	Neutral	Negative
Governmentwide	466,843	37.1%	27.7%	35.3%
Department of the Interior	25,005	36.7%	28.7%	34.6%
BUREAU OF RECLAMATION	**2,666**	**40.8%**	**27.7%**	**31.6%**

68. How satisfied are you with the training you receive for your present job?

	N	Positive	Neutral	Negative
Governmentwide	466,512	54.5%	22.8%	22.7%
Department of the Interior	24,978	55.9%	23.1%	21.0%
BUREAU OF RECLAMATION	**2,662**	**61.2%**	**20.0%**	**18.8%**

69. Considering everything, how satisfied are you with your job?

	N	Positive	Neutral	Negative
Governmentwide	466,948	68.1%	16.7%	15.2%
Department of the Interior	25,036	69.5%	16.5%	14.0%
BUREAU OF RECLAMATION	**2,670**	**72.4%**	**15.2%**	**12.3%**

70. Considering everything, how satisfied are you with your pay?

	N	Positive	Neutral	Negative
Governmentwide	467,270	60.6%	16.7%	22.7%
Department of the Interior	25,052	62.6%	16.5%	20.8%
BUREAU OF RECLAMATION	**2,671**	**61.0%**	**17.0%**	**22.0%**

71. Considering everything, how satisfied are you with your organization?

	N	Positive	Neutral	Negative
Governmentwide	467,295	59.9%	20.7%	19.4%
Department of the Interior	25,052	60.8%	20.9%	18.3%
BUREAU OF RECLAMATION	**2,667**	**64.2%**	**20.7%**	**15.1%**

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Work/Life

72. Have you been notified whether or not you are eligible to telework?

	N	Notified eligible	Notified not eligible	Not notified	Not sure notified
Governmentwide	465,495	42.6%	21.9%	26.7%	8.7%
Department of the Interior	24,893	64.3%	15.0%	13.5%	7.3%
BUREAU OF RECLAMATION	**2,655**	**70.3%**	**19.3%**	**6.1%**	**4.4%**

73. Please select the response below that BEST describes your current teleworking situation.

		Telework			
	N	3+ Days Per Week	1-2 Days Per Week	No More Than 1-2 Days Per Month	Infrequently
Governmentwide	463,482	6.5%	13.2%	4.7%	11.7%
Department of the Interior	24,938	4.2%	15.6%	9.0%	21.0%
BUREAU OF RECLAMATION	**2,658**	**2.2%**	**13.6%**	**11.6%**	**25.3%**

(continued)

73. Please select the response below that BEST describes your current teleworking situation. (continued)

		Do Not Telework			
	N	Must Be Physically Present	Technical Issues	Not Allowed To Telework	Choose Not To Telework
Governmentwide	463,482	30.1%	3.8%	17.9%	12.2%
Department of the Interior	24,938	20.0%	3.7%	10.9%	15.5%
BUREAU OF RECLAMATION	**2,658**	**20.7%**	**2.9%**	**9.0%**	**14.7%**

74. Do you participate in the following Work/Life programs? Alternative Work Schedules (AWS)

	N	Yes	No	Not Available To Me
Governmentwide	465,405	33.7%	47.0%	19.3%
Department of the Interior	24,936	48.0%	42.5%	9.5%
BUREAU OF RECLAMATION	**2,660**	**32.2%**	**54.9%**	**13.0%**

Work/Life (continued)

75. Do you participate in the following Work/Life programs? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

	N	Yes	No	Not Available To Me
Governmentwide	464,589	26.4%	61.9%	11.7%
Department of the Interior	24,945	28.3%	58.7%	13.0%
BUREAU OF RECLAMATION	**2,660**	**33.3%**	**60.7%**	**6.0%**

76. Do you participate in the following Work/Life programs? Employee Assistance Program (EAP)

	N	Yes	No	Not Available To Me
Governmentwide	462,760	13.4%	81.5%	5.1%
Department of the Interior	24,818	19.3%	78.1%	2.6%
BUREAU OF RECLAMATION	**2,641**	**17.5%**	**80.4%**	**2.0%**

77. Do you participate in the following Work/Life programs? Child Care Programs (for example, daycare, parenting classes, parenting support groups)

	N	Yes	No	Not Available To Me
Governmentwide	464,201	3.4%	79.8%	16.8%
Department of the Interior	24,952	1.7%	74.1%	24.2%
BUREAU OF RECLAMATION	**2,658**	**1.7%**	**79.0%**	**19.3%**

78. Do you participate in the following Work/Life programs? Elder Care Programs (for example, support groups, speakers)

	N	Yes	No	Not Available To Me
Governmentwide	464,386	2.2%	81.1%	16.7%
Department of the Interior	24,934	1.4%	75.2%	23.4%
BUREAU OF RECLAMATION	**2,660**	**1.6%**	**80.3%**	**18.2%**

79. How satisfied are you with the following Work/Life programs in your agency? Telework

	N	Positive	Neutral	Negative	NBJ
Governmentwide	236,481	80.8%	10.9%	8.3%	6,455
Department of the Interior	12,788	80.5%	12.3%	7.2%	271
BUREAU OF RECLAMATION	**1,418**	**78.7%**	**13.6%**	**7.7%**	**33**

**The results for this item only include employees who indicated that they participated in this program.*

Work/Life (continued)

80. How satisfied are you with the following Work/Life programs in your agency? Alternative Work Schedules (AWS)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	172,594	90.3%	6.7%	3.0%	3,366
Department of the Interior	11,856	91.2%	6.2%	2.6%	163
BUREAU OF RECLAMATION	**845**	**89.7%**	**6.9%**	**3.3%**	**17**

**The results for this item only include employees who indicated that they participated in this program.*

81. How satisfied are you with the following Work/Life programs in your agency? Health and Wellness Programs (for example, exercise, medical screening, quit smoking programs)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	119,164	81.3%	15.1%	3.7%	7,694
Department of the Interior	6,840	77.5%	17.2%	5.3%	324
BUREAU OF RECLAMATION	**880**	**80.3%**	**14.7%**	**5.0%**	**28**

**The results for this item only include employees who indicated that they participated in this program.*

82. How satisfied are you with the following Work/Life programs in your agency? Employee Assistance Program (EAP)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	60,783	77.6%	18.3%	4.2%	7,854
Department of the Interior	4,547	76.7%	18.8%	4.5%	452
BUREAU OF RECLAMATION	**453**	**79.8%**	**17.0%**	**3.3%**	**47**

**The results for this item only include employees who indicated that they participated in this program.*

83. How satisfied are you with the following Work/Life programs in your agency? Child Care Programs (for example, daycare, parenting classes, parenting support groups)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	12,057	73.0%	22.2%	4.7%	4,915
Department of the Interior	351	67.5%	26.8%	5.7%	191
BUREAU OF RECLAMATION	**46**	**59.7%**	**36.4%**	**3.9%**	**19**

**The results for this item only include employees who indicated that they participated in this program.*

84. How satisfied are you with the following Work/Life programs in your agency? Elder Care Programs (for example, support groups, speakers)

	N	Positive	Neutral	Negative	NBJ
Governmentwide	8,738	67.9%	29.3%	2.7%	4,560
Department of the Interior	277	67.6%	30.4%	2.0%	195
BUREAU OF RECLAMATION	**39**	**59.3%**	**38.6%**	**2.0%**	**20**

**The results for this item only include employees who indicated that they participated in this program.*

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOI Bureau of Reclamation | REPORTING PERIOD: FY 2017

PART I - PRE-COMPLAINT ACTIVITIES

	COUNSELING	INDIVIDUALS
INTENTIONALLY LEFT BLANK		

TOTAL COMPLETED/ENDED COUNSELING	COUNSELING	INDIVIDUALS
C. TOTAL COMPLETED/ENDED COUNSELINGS	59	57
C.1. COUNSELED WITHIN 30 DAYS	20	19
C.2. COUNSELED WITHIN 31 TO 90 DAYS	37	37
C.2.a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS	14	14
C.2.b. COUNSELED WITHIN 90 DAYS WHERE INDIVIDUAL PARTICIPATED IN ADR	21	21
C.2.c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY	2	2
C.3. COUNSELED BEYOND 90 DAYS	2	2
C.4. COUNSELED DUE TO REMANDS	0	0

	COUNSELING	INDIVIDUALS
D. PRE-COMPLAINT ACTIVITIES		
D.1. ON HAND AT THE BEGINNING OF THE REPORTING PERIOD	17	17
D.2. INITIATED DURING THE REPORTING PERIOD	52	50
D.3. COMPLETED/ENDED COUNSELINGS	59	57
D.3.a. SETTLEMENTS (MONETARY AND NON-MONETARY)	6	6
D.3.b. WITHDRAWALS/NO COMPLAINT FILED	23	23
D.3.c. COUNSELINGS COMPLETED/ENDED IN REPORTING PERIOD THAT RESULTED IN COMPLAINT FILINGS IN REPORTING PERIOD	28	26
D.3.d. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD	2	2
D.4. COUNSELINGS PENDING AT THE END OF THE REPORTING PERIOD	10	10

E. NON-ADR SETTLEMENTS WITH MONETARY BENEFITS

	COUNSELING	INDIVIDUALS	AMOUNT
E. NON-ADR SETTLEMENTS WITH MONETARY BENEFITS TOTAL	0	0	$0.00
E.1. COMPENSATORY DAMAGES	0	0	$0.00
E.2. BACKPAY/FRONTPAY	0	0	$0.00
E.3. LUMP SUM PAYMENT	0	0	$0.00
E.4. ATTORNEY FEES AND COSTS	0	0	$0.00
E.5.	0	0	$0.00
E.6.	0	0	$0.00

F. NON-ADR SETTLEMENTS WITH NON-MONETARY BENEFITS

	COUNSELING	INDIVIDUALS
F. NON-ADR SETTLEMENTS WITH NON-MONETARY BENEFITS TOTAL	0	0
F.1. HIRES	0	0
F.1.a. RETROACTIVE	0	0
F.1.b. NON-RETROACTIVE	0	0
F.2. PROMOTIONS	0	0
F.2.a. RETROACTIVE	0	0
F.2.b. NON-RETROACTIVE	0	0
F.3. EXPUNGEMENTS	0	0
F.4. REASSIGNMENTS	0	0
F.5. REMOVALS RESCINDED	0	0
F.5.a. REINSTATEMENT	0	0
F.5.b. VOLUNTARY RESIGNATION	0	0
F.6. ACCOMMODATIONS	0	0
F.7. TRAINING	0	0
F.8. APOLOGY	0	0
F.9. DISCIPLINARY ACTIONS	0	0
F.9.a. RESCINDED	0	0
F.9.b. MODIFIED	0	0
F.10. PERFORMANCE EVALUATION MODIFIED	0	0
F.11. LEAVE RESTORED	0	0
F.12. NEUTRAL REFERENCE	0	0
F.13.	0	0
F.14	0	0

G. ADR SETTLEMENTS WITH MONETARY BENEFITS

	COUNSELING	INDIVIDUALS	AMOUNT
G. ADR SETTLEMENTS WITH MONETARY BENEFITS TOTAL	1	1	$2,500.00
G.1. COMPENSATORY DAMAGES	0	0	$0.00
G.2. BACKPAY/FRONTPAY	0	0	$0.00
G.3. LUMP SUM PAYMENT	1	1	$2,500.00
G.4. ATTORNEY FEES AND COSTS	0	0	$0.00
G.5.	0	0	$0.00
G.6.	0	0	$0.00

H. ADR SETTLEMENTS WITH NON-MONETARY BENEFITS

	COUNSELING	INDIVIDUALS
H. ADR SETTLEMENTS WITH NON-MONETARY BENEFITS TOTAL	5	5
H.1. HIRES	0	0
H.1.a. RETROACTIVE	0	0
H.1.b. NON-RETROACTIVE	0	0
H.2. PROMOTIONS	0	0
H.2.a. RETROACTIVE	0	0
H.2.b. NON-RETROACTIVE	0	0
H.3. EXPUNGEMENTS	0	0
H.4. REASSIGNMENTS	5	5
H.5. REMOVALS RESCINDED	5	5
H.5.a. REINSTATEMENT	5	5
H.5.b. VOLUNTARY RESIGNATION	0	0
H.6. ACCOMMODATIONS	0	0
H.7. TRAINING	1	1
H.8. APOLOGY	0	0
H.9. DISCIPLINARY ACTIONS	1	1
H.9.a. RESCINDED	0	0
H.9.b. MODIFIED	1	1
H.10. PERFORMANCE EVALUATION MODIFIED	0	0
H.11. LEAVE RESTORED	0	0
H.12. NEUTRAL REFERENCE	0	0
H.13.	0	0
H.14	0	0

I. NON-ADR SETTLEMENTS

	COUNSELING	INDIVIDUALS
TOTAL	0	0

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOI Bureau of Reclamation | REPORTING PERIOD: FY 2017

PART II - FORMAL COMPLAINT ACTIVITIES

58	A. COMPLAINTS ON HAND AT THE BEGINNING OF THE REPORTING PERIOD
31	B. COMPLAINTS FILED
2	C. REMANDS (sum of lines C1+C2+C3)
1	C.1. REMANDS (NOT INCLUDED IN A OR B)
1	C.2. REMANDS (INCLUDED IN A OR B)
0	C.3. NUMBER OF ADDITIONAL REMANDS IN THIS REPORTING PERIOD THAT ARE NOT CAPTURED IN C.1 OR C. 2 ABOVE
0	C.4. ADDITIONAL CLOSURES IN THIS REPORTING PERIOD NOT REFLECTED IN F. OR H. THAT RESULTED FROM REMANDS
90	D. TOTAL COMPLAINTS
88	E. COMPLAINTS IN LINE D THAT WERE NOT CONSOLIDATED
32	F. COMPLAINTS IN LINE E CLOSED DURING REPORT PERIOD
2	G. COMPLAINTS IN LINE D THAT WERE CONSOLIDATED
0	H. COMPLAINTS IN LINE G CLOSED DURING REPORT PERIOD
59	I. COMPLAINTS ON HAND AT THE END OF THE REPORTING PERIOD (Line D - (F+H)) + [(C2 + C3) - C4]
28	J. INDIVIDUALS FILING COMPLAINTS (Complainants)
1	K. NUMBER OF JOINT PROCESSING UNITS FROM CONSOLIDATION OF COMPLAINTS

PART III - AGENCY RESOURCES, TRAINING, REPORTING LINE

A. AGENCY & CONTRACT RESOURCES

	AGENCY		CONTRACT	
	NUMBER	PERCENT	NUMBER	PERCENT
A.1. WORKFORCE				
A.1.a. TOTAL WORK FORCE	5,335			
A.1.b. PERMANENT EMPLOYEES	5,188			
A.2. COUNSELOR	8		0	
A.2.a. FULL-TIME	0	0	0	0
A.2.b. PART-TIME	0	0	0	0
A.2.c. COLLATERAL DUTY	8	100	0	0
A.3. INVESTIGATOR	0		0	
A.3.a. FULL-TIME	0	0	0	0
A.3.b. PART-TIME	0	0	0	0
A.3.c. COLLATERAL DUTY	0	0	0	0
A.4. COUNSELOR/INVESTIGATOR	0		6	
A.4.a. FULL-TIME	0	0	6	100
A.4.b. PART-TIME	0	0	0	0
A.4.c. COLLATERAL DUTY	0	0	0	0

B. AGENCY & CONTRACT STAFF TRAINING

	COUNSELORS		INVESTIGATORS		COUNS/INVESTIG	
	AGENCY	CONTRACT	AGENCY	CONTRACT	AGENCY	CONTRACT
B.1. NEW STAFF (NS) - TOTAL	0	0	0	0	0	0
B.1.a. STAFF RECEIVING REQUIRED 32 OR MORE HOURS	0	0	0	0	0	0
B.1.b. STAFF RECEIVING 8 OR MORE HOURS, USUALLY GIVEN TO EXPERIENCED STAFF	0	0	0	0	0	0
B.1.c. STAFF RECEIVING NO TRAINING AT ALL	0	0	0	0	0	0
B.2. EXPERIENCED STAFF (ES) - TOTAL	8	0	0	0	0	6
B.2.a. STAFF RECEIVING REQUIRED 8 OR MORE HOURS	8	0	0	0	0	6
B.2.b. STAFF RECEIVING 32 OR MORE HOURS, GENERALLY GIVEN TO NEW STAFF	0	0	0	0	0	0
B.2.c. STAFF RECEIVING NO TRAINING AT ALL	0	0	0	0	0	0

C. REPORTING LINE

1. EEO DIRECTOR'S NAME: Laura H. Norton

1a. DOES THE AGENCY DIRECTOR REPORT TO THE AGENCY HEAD?	YES	NO
		X

2. IF NO, WHO DOES THE EEO DIRECTOR REPORT TO?
PERSON Ruth Welch
TITLE Director, Policy and Administration

3. WHO IS RESPONSIBLE FOR THE DAY-TO-DAY OPERATION OF THE EEO PROGRAM IN YOUR DEPARTMENT/AGENCY/ORGANIZATION?
PERSON Laura H. Norton
TITLE Civil Rights Manager

4. WHO DOES THAT PERSON REPORT TO?
PERSON Ruth Welch
TITLE Director, Policy and Administration

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOI Bureau of Reclamation

REPORTING PERIOD: FY 2017

PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 1)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION											
	RACE											
	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	BLACK OR AFRICAN AMERICAN	WHITE	TWO OR MORE RACES	COLOR	RELIGION	REPRISAL	TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE
A. APPOINTMENT/HIRE	0	0	0	0	0	0	0	0	2	5	2	1
B. ASSIGNMENT OF DUTIES	0	0	0	0	0	0	0	0	0	5	2	2
C. AWARDS	1	0	0	0	0	0	1	0	1	6	1	1
D. CONVERSION TO FULL TIME/PERM STATUS	0	0	0	0	0	0	0	0	0	0	0	0
E. DISCIPLINARY ACTION	0	0	0	2	0	1	2	0	4	17	5	5
E.1. DEMOTION	0	0	0	0	0	0	0	0	1	2	1	1
E.2. REPRIMAND	0	0	0	1	0	1	1	0	1	7	2	2
E.3. SUSPENSION	0	0	0	1	0	0	1	0	1	7	1	1
E.4. REMOVAL	0	0	0	0	0	0	0	0	0	0	0	0
E.5. DISCIPLINARY WARNING	0	0	0	0	0	0	0	0	1	1	1	1
E.6	0	0	0	0	0	0	0	0	0	0	0	0
E.7	0	0	0	0	0	0	0	0	0	0	0	0
F. DUTY HOURS	0	0	0	0	0	0	0	0	0	0	0	0
G. PERF. EVAL./APPRAISAL	0	0	0	0	0	0	0	0	0	5	2	2
H. EXAMINATION/TEST	0	0	0	0	0	0	0	0	0	0	0	0
I. HARASSMENT	1	0	0	2	0	1	3	1	10	47	16	15
I.1. NON-SEXUAL	1	0	0	2	0	1	3	1	10	47	16	15
I.2. SEXUAL									0	0	0	0
J. MEDICAL EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0
K. PAY INCLUDING OVERTIME	0	0	0	0	0	0	0	0	1	1	1	1
L. PROMOTION/NON-SELECTION	0	0	0	3	0	0	4	0	2	20	7	7
M. REASSIGNMENT	0	0	0	0	0	0	0	0	1	3	1	1
M.1. DENIED	0	0	0	0	0	0	0	0	0	0	0	0
M.2. DIRECTED	0	0	0	0	0	0	0	0	1	3	1	1
N. REASONABLE ACCOMMODATION									2	6	4	4
O. REINSTATEMENT	0	0	0	0	0	0	0	0	0	0	0	0
P. RELIGIOUS ACCOMODATION								0	0	0	0	0
Q. RETIREMENT	0	0	0	0	0	0	0	0	0	0	0	0
R. SEX-STEROTYPING										0	0	0
S. TELEWORK	0	0	0	0	0	0	0	0	0	2	1	1
T. TERMINATION	0	0	0	0	0	0	0	0	1	2	1	1
U. TERMS/CONDITIONS OF EMPLOYMENT	0	0	0	1	0	0	1	0	1	8	4	4
V. TIME AND ATTENDANCE	0	0	0	0	0	0	0	0	0	4	2	2
W. TRAINING	0	0	0	1	0	0	1	0	0	5	2	2
X. OTHER (Please specify below)	0	0	0	0	0	0	0	0	0	0	0	0
X.1.	0	0	0	0	0	0	0	0	0	0	0	0
X.2.	0	0	0	0	0	0	0	0	0	0	0	0
X.3.	0	0	0	0	0	0	0	0	0	0	0	0
X.4.	0	0	0	0	0	0	0	0	0	0	0	0

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
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(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DOI Bureau of Reclamation

REPORTING PERIOD: FY 2017

PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 1)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION											
	RACE											
	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	BLACK OR AFRICAN AMERICAN	WHITE	TWO OR MORE RACES	COLOR	RELIGION	REPRISAL	TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE
TOTAL ALL ISSUES BY BASES	2	0	0	9	0	2	12	1	25			
TOTAL ALL COMPLAINTS FILED BY BASES	1	0	0	6	0	1	8	1	18			
TOTAL ALL COMPLAINANTS BY BASES	1	0	0	5	0	1	7	1	15			

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PART IV BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 2)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION														
	SEX			PREGNANCY DISCRIMINATION ACT	NATIONAL ORIGIN		EQUAL PAY ACT		AGE	DISABILITY		GINA	TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE
	MALE	FEMALE	LGBT		HISPANIC / LATINO	OTHER	MALE	FEMALE		MENTAL	PHYSICAL				
A. APPOINTMENT/HIRE	0	0	0	0	0	0			1	0	2	0	5	2	1
B. ASSIGNMENT OF DUTIES	2	0	0	0	0	0			2	0	1	0	5	2	2
C. AWARDS	0	0	0	0	1	0			0	1	1	0	6	1	1
D. CONVERSION TO FULL TIME	0	0	0	0	0	0			0	0	0	0	0	0	0
E. DISCIPLINARY ACTION	1	1	0	0	1	0			2	1	2	0	17	5	5
E.1. DEMOTION	0	1	0	0	0	0			0	0	0	0	2	1	1
E.2. REPRIMAND	0	0	0	0	1	0			1	0	1	0	7	2	2
E.3. SUSPENSION	1	0	0	0	0	0			1	1	1	0	7	1	1
E.4. REMOVAL	0	0	0	0	0	0			0	0	0	0	0	0	0
E.5. DISCIPLINARY WARNING	0	0	0	0	0	0			0	0	0	0	1	1	1
E.6.	0	0	0	0	0	0			0	0	0	0	0	0	0
E.7	0	0	0	0	0	0			0	0	0	0	0	0	0
F. DUTY HOURS	0	0	0	0	0	0			0	0	0	0	0	0	0
G. EVALUATION/APPRAISAL	1	0	0	0	0	0			1	1	2	0	5	2	2
H. EXAMINATION/TEST	0	0	0	0	0	0			0	0	0	0	0	0	0
I. HARASSMENT	2	3	1	0	3	0			6	4	10	0	47	16	15
I.1. NON-SEXUAL	2	3	1	0	3	0			6	4	10	0	47	16	15
I.2. SEXUAL	0	0	0	0									0	0	0
J. MEDICAL EXAMINATION	0	0	0	0	0	0			0	0	0	0	0	0	0
K. PAY INCLUDING OVERTIME	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
L. PROMOTION/NON-SELECTION	1	4	0	0	0	0			5	0	1	0	20	7	7
M. REASSIGNMENT	0	0	0	0	1	0			1	0	0	0	3	1	1
M.1. DENIED	0	0	0	0	0	0			0	0	0	0	0	0	0
M.2. DIRECTED	0	0	0	0	1	0			1	0	0	0	3	1	1
N. REASONABLE ACCOMMODATION DISABILI				0						0	4	0	6	4	4
O. REINSTATEMENT	0	0	0	0	0	0			0	0	0	0	0	0	0
P. RELIGIOUS ACCOMMODATION													0	0	0
Q. RETIREMENT	0	0	0	0	0	0			0	0	0	0	0	0	0
R. SEX-STEROTYPING	0	0	0										0	0	0
S. TELEWORK	0	0	0	0	0	0			0	1	1	0	2	1	1
T. TERMINATION	0	0	0	0	0	0			0	0	1	0	2	1	1
U. TERMS/CONDITIONS OF EMPLOYMENT	0	0	0	0	1	0			1	0	3	0	8	4	4
V. TIME AND ATTENDANCE	0	0	0	0	0	0			1	1	2	0	4	2	2
W. TRAINING	0	1	0	0	0	0			1	0	1	0	5	2	2
X. OTHER (Please specify below)	0	0	0	0	0	0			0	0	0	0	0	0	0
X.1.	0	0	0	0	0	0			0	0	0	0	0	0	0
X.2.	0	0	0	0	0	0			0	0	0	0	0	0	0
X.3.	0	0	0	0	0	0			0	0	0	0	0	0	0
X.4.	0	0	0	0	0	0			0	0	0	0	0	0	0

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REPORTING PERIOD: FY 2017

PART IV BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 2)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION														
	SEX			PREGNANCY DISCRIMINATION ACT	NATIONAL ORIGIN		EQUAL PAY ACT		AGE	DISABILITY		GINA	TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE
	MALE	FEMALE	LGBT		HISPANIC / LATINO	OTHER	MALE	FEMALE		MENTAL	PHYSICAL				
TOTAL ALL ISSUES BY BASES	7	9	1	0	7	0	0	0	21	9	31	0			
TOTAL ALL COMPLAINTS FILED BY BASES	4	7	1	0	3	0	0	0	13	5	17	0			
TOTAL ALL COMPLAINANTS BY BASES	3	7	1	0	3	0	0	0	11	4	14	0			

PART IV C - BASES AND ISSUES ALLEGED IN SETTLEMENTS (Part 1)

	BASES OF ALLEGED DISCRIMINATION IN SETELEMENTS														
	RACE														
ISSUES OF ALLEGED DISCRIMINATION IN SETELEMENTS	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN /OTHER PACIFIC ISLANDER	BLACK/ AFRICAN AMERICAN	WHITE	TWO OR MORE RACES	COLOR	RELIGION	REPRISAL	NUMBER COUNSELING SETTLEMENT ALLEGATIONS	NUMBER COUNSELINGS SETTLED BY ISSUE	NUMBER INDIVIDUALS SETTLED WITH BY ISSUE	NUMBER COMPLAINT SELLEMENT ALLEGATIONS	NUMBER COMPLAINTS SETTLED BY ISSUE	NUMBER COMPLAINANTS SETTLED WITH BY ISSUE
A. APPOINTMENT/HIRE	0	1	0	0	0	0	0	0	0	0	0	0	2	1	1
B. ASSIGNMENT OF DUTIES	0	0	0	1	0	1	1	0	0	2	1	1	8	1	1
C. AWARDS	1	0	0	0	0	0	1	0	1	0	0	0	6	1	1
D. CONVERSION TO FULL TIME/PERM STATUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E. DISCIPLINARY ACTION	0	0	0	0	0	0	0	0	1	3	1	1	0	0	0
E.1. DEMOTION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.2. REPRIMAND	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.3. SUSPENSION	0	0	0	0	0	0	0	0	1	3	1	1	0	0	0
E.4. REMOVAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.5. DISCIPLINARY WARNING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.6.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F. DUTY HOURS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G. PERF. EVAL./APPRAISAL	0	0	0	1	0	0	0	0	0	0	0	0	3	2	2
H. EXAMINATION/TEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I. HARASSMENT	1	0	0	2	0	0	1	0	4	5	3	3	21	6	6
I.1. NON-SEXUAL	1	0	0	2	0	0	1	0	4	4	2	2	21	6	6
I.2. SEXUAL									0	1	1	1	0	0	0
J. MEDICAL EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
K. PAY INCLUDING OVERTIME	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1
L. PROMOTION/NON-SELECTION	0	0	0	1	0	0	0	0	0	0	0	0	3	1	1
M. REASSIGNMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M.1. DENIED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M.2. DIRECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N. REASONABLE ACCOMMODATION									2	0	0	0	3	2	2
O. REINSTATEMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P. RELIGIOUS ACCOMODATION								0	0	0	0	0	0	0	0
Q. RETIREMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
R. SEX-STEROTYPING										0	0	0	0	0	0
S. TELEWORK	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T. TERMINATION	0	0	0	0	0	0	0	0	1	0	0	0	5	1	1
U. TERMS/CONDITIONS OF EMPLOYMENT	1	0	0	0	0	0	0	0	0	1	1	1	0	0	0
V. TIME AND ATTENDANCE	0	0	0	0	0	0	0	0	0	4	1	1	0	0	0
W. TRAINING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X. OTHER (Please specify below)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.1.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.2.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.3.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.4.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
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AGENCY OR DEPARTMENT: DOI Bureau of Reclamation | REPORTING PERIOD: FY 2017

PART IV C - BASES AND ISSUES ALLEGED IN SETTLEMENTS (Part 1)

	BASES OF ALLEGED DISCRIMINATION IN SETELEMENTS														
	RACE														
ISSUES OF ALLEGED DISCRIMINATION IN SETELEMENTS	AMERICAN INDIAN OR ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN /OTHER PACIFIC ISLANDER	BLACK/ AFRICAN AMERICAN	WHITE	TWO OR MORE RACES	COLOR	RELIGION	REPRISAL	NUMBER COUNSELING SETTLEMENT ALLEGATIONS	NUMBER COUNSELINGS SETTLED BY ISSUE	NUMBER INDIVIDUALS SETTLED WITH BY ISSUE	NUMBER COMPLAINT SELLEMENT ALLEGATIONS	NUMBER COMPLAINTS SETTLED BY ISSUE	NUMBER COMPLAINANTS SETTLED WITH BY ISSUE
1. COUNSELING SETTLEMENT ALLEGATIONS	1	0	0	1	0	1	0	0	1						
1.1A. NUMBER OF COUNSELINGS SETTLED	1	0	0	1	0	1	0	0	1						
1.1B. NUMBER OF COUNSELEES SETTLED WITH	1	0	0	1	0	1	0	0	1						
2. COMPLAINT SETTLEMENT ALLEGATIONS	2	1	0	4	0	0	3	0	8						
2.2A. NUMBER OF COMPLAINTS SETTLED	1	1	0	2	0	0	2	0	6						
2.2B. NUMBER OF COMPLAINANTS SETTLED WITH	1	1	0	2	0	0	2	0	5						

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AGENCY OR DEPARTMENT: DOI Bureau of Reclamation | REPORTING PERIOD: FY 2017

PART IV C - BASES AND ISSUES ALLEGED IN SETTLEMENTS (Part 2)

BASES OF ALLEGED DESCRIMINATION IN SETTLEMENTS

ISSUES OF ALLEGED DISCRIMINATION IN SETELEMENTS	SEX			PDA	NATIONAL ORIGIN		EQUAL PAY ACT		AGE	DISABILITY		GINA	NUMBER COUNSELING SETTLEMENT ALLEGATIONS	NUMBER COUNSELINGS SETTLED BY ISSUE	NUMBER INDIVIDUALS SETTLED WITH BY ISSUE	NUMBER COMPLAINT SELLEMENT ALLEGATIONS	NUMBER COMPLAINTS SETTLED BY ISSUE	NUMBER COMPLAINANTS SETTLED WITH BY ISSUE
	MALE	FEMALE	LGBT		HISPANIC LATINO	OTHER	MALE	FEMALE		MENTAL	PHYSICAL							
A. APPOINTMENT/HIRE	1	0	0	0	0	0			0	0	0	0	0	0	0	2	1	1
B. ASSIGNMENT OF DUTIES	1	0	1	0	0	0			1	0	0	0	2	1	1	8	1	1
C. AWARDS	0	0	0	0	1	0			0	1	1	0	0	0	0	6	1	1
D. CONVERSION TO FULL TIME/PERM STATUS	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
E. DISCIPLINARY ACTION	0	0	0	0	0	0			1	0	1	0	3	1	1	0	0	0
E.1. DEMOTION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
E.2. REPRIMAND	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
E.3. SUSPENSION	0	0	0	0	0	0			1	0	1	0	3	1	1	0	0	0
E.4. REMOVAL	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
E.5. DISCIPLINARY WARNING	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
E.6.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
E.7	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
F. DUTY HOURS	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
G. EVALUATION/APPRAISAL	0	1	0	0	0	0			0	0	1	0	0	0	0	3	2	2
H. EXAMINATION/TEST	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
I. HARASSMENT	2	3	0	0	1	0			3	4	5	0	5	3	3	21	6	6
I.1. NON-SEXUAL	1	3	0	0	1	0			3	4	5	0	4	2	2	21	6	6
I.2. SEXUAL	1	0	0	0									1	1	1	0	0	0
J. MEDICAL EXAMINATION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
K. PAY INCLUDING OVERTIME	0	1	0	0	0	0	0	0	0	0	1	0	1	1	1	1	1	1
L. PROMOTION/NON-SELECTION	0	0	0	0	0	0			0	0	0	0	0	0	0	3	1	1
M. REASSIGNMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
M.1. DENIED	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
M.2. DIRECTED	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
N. REASONABLE ACCOMMODATION DISABILITY				0						0	1	0	0	0	0	3	2	2
O. REINSTATEMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
P. RELIGIOUS ACCOMMODATION													0	0	0	0	0	0
Q. RETIREMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
R. SEX-STEROTYPING	0	0	0										0	0	0	0	0	0
S. TELEWORK	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
T. TERMINATION	1	0	0	0	0	0			1	1	1	0	0	0	0	5	1	1
U. TERMS/CONDITIONS OF EMPLOYMENT	0	0	0	0	0	0			0	0	0	0	1	1	1	0	0	0
V. TIME AND ATTENDANCE	0	0	0	0	0	0			1	0	1	0	4	1	1	0	0	0
W. TRAINING	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
X. OTHER (Please specify below)	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
X.1.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
X.2.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
X.3.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
X.4.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0

PART IV C - BASES AND ISSUES ALLEGED IN SETTLEMENTS (Part 2)

ISSUES OF ALLEGED DISCRIMINATION IN SETELEMENTS	BASES OF ALLEGED DESCRIMINATION IN SETTLEMENTS																	
	SEX				NATIONAL ORIGIN		EQUAL PAY ACT			DISABILITY								
	MALE	FEMALE	LGBT	PDA	HISPANIC LATINO	OTHER	MALE	FEMALE	AGE	MENTAL	PHYSICAL	GINA	NUMBER COUNSELING SETTLEMENT ALLEGATIONS	NUMBER COUNSELINGS SETTLED BY ISSUE	NUMBER INDIVIDUALS SETTLED WITH BY ISSUE	NUMBER COMPLAINT SELLEMENT ALLEGATIONS	NUMBER COMPLAINTS SETTLED BY ISSUE	NUMBER COMPLAINANTS SETTLED WITH BY ISSUE
1. COUNSELING SETTLEMENT ALLEGATIONS	1	1	1	0	0	0	0	0	3	0	4	0						
1.1A. NUMBER OF COUNSELINGS SETTLED	1	1	1	0	0	0	0	0	1	0	2	0						
1.1B. NUMBER OF COUNSELEES SETTLED WITH	1	1	1	0	0	0	0	0	1	0	2	0						
2. COMPLAINT SETTLEMENT ALLEGATIONS	4	4	0	0	2	0	0	0	4	6	8	0						
2.2A. NUMBER OF COMPLAINTS SETTLED	3	3	0	0	1	0	0	0	3	4	5	0						
2.2B. NUMBER OF COMPLAINANTS SETTLED WITH	3	3	0	0	1	0	0	0	3	4	5	0						

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PART IV D - BASES AND ISSUES FOUND IN FAD's AND FINAL ORDERS (Part 1)

	BASES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS																
	RACE																
ISSUES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS	AMERICAN INDIAN /ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN /OTHER PACIFIC ISLANDER	BLACK/ AFRICAN AMERICAN	WHITE	TWO OR MORE RACES	COLOR	RELIGION	REPRISAL	NUMBER FAD FINDINGS BY ISSUE	NUMBER OF FADs WITH FINDINGS BY ISSUE	NUMBER COMPLAINEN ISSUED FAD FINDINGS BY ISSUE	NUMBER AJ DECISION FINDING BY ISSUE	NUMBER AJ DECISION WITH FINDING BY ISSUE	# FINAL ORDER FINDINGS FULLY IMPLEMENTED BY ISSUE	# FINAL ORDERS w/ FINDINGS FULLY IMPLEMENTED BY ISSUE	# COMPLAINANTS ISSUED FINAL ORDERS W/ FINDINGS FULLY IMPLEMENTED BY ISSUE
A. APPOINTMENT/HIRE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
B. ASSIGNMENT OF DUTIES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C. AWARDS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D. CONVERSION TO FULL TIME/PERM STATUS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E. DISCIPLINARY ACTION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.1. DEMOTION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.2. REPRIMAND	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.3. SUSPENSION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.4. REMOVAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.5. DISCIPLINARY WARNING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.6.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E.7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F. DUTY HOURS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G. PERF. EVAL./APPRAISAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H. EXAMINATION/TEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I. HARASSMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I.1. NON-SEXUAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I.2. SEXUAL									0	0	0	0	0	0	0	0	0
J. MEDICAL EXAMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
K. PAY INCLUDING OVERTIME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L. PROMOTION/NON-SELECTION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M. REASSIGNMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M.1. DENIED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
M.2. DIRECTED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
N. REASONABLE ACCOMMODATION									0	0	0	0	0	0	0	0	0
O. REINSTATEMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P. RELIGIOUS ACCOMODATION								0	0	0	0	0	0	0	0	0	0
Q. RETIREMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
R. SEX-STEROTYPING										0	0	0	0	0	0	0	0
S. TELEWORK	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T. TERMINATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
U. TERMS/CONDITIONS OF EMPLOYMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
V. TIME AND ATTENDANCE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W. TRAINING	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X. OTHER (Please specify below)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.1.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.2.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.3.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X.4.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

PART IV D - BASES AND ISSUES FOUND IN FAD's AND FINAL ORDERS (Part 1)

	BASES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS																
	RACE																
ISSUES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS	AMERICAN INDIAN /ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN /OTHER PACIFIC ISLANDER	BLACK/ AFRICAN AMERICAN	WHITE	TWO OR MORE RACES	COLOR	RELIGION	REPRISAL	NUMBER FAD FINDINGS BY ISSUE	NUMBER OF FADs WITH FINDINGS BY ISSUE	NUMBER COMPLAINEN ISSUED FAD FINDINGS BY ISSUE	NUMBER AJ DECISION FINDING BY ISSUE	NUMBER AJ DECISION WITH FINDING BY ISSUE	# FINAL ORDER FINDINGS FULLY IMPLEMENTED BY ISSUE	# FINAL ORDERS w/ FINDINGS FULLY IMPLEMENTED BY ISSUE	# COMPLAINANTS ISSUED FINAL ORDERS W/ FINDINGS FULLY IMPLEMENTED BY ISSUE
1. Final Agency Decision Findings	0	0	0	0	0	0	0	0	0								
1.1a. Number FADs with Findings	0	0	0	0	0	0	0	0	0								
1.1b. Number Complainants Issued FAD Findings	0	0	0	0	0	0	0	0	0								
2. AJ Decision Findings	0	0	0	0	0	0	0	0	0								
2.2a. Number AJ Decisions With Findings	0	0	0	0	0	0	0	0	0								
3. Final Agency Order Findings Implemented	0	0	0	0	0	0	0	0	0								
3.3a. # of Final Orders (Fos) With Findings Implemented	0	0	0	0	0	0	0	0	0								
3.3b. # of Complainants issued FOs with Findings Implemented	0	0	0	0	0	0	0	0	0								

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PART IV D - BASES AND ISSUES FOUND IN FAD's AND FINAL ORDERS (Part 2)

BASES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS

ISSUES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS	SEX			PDA	NATIONAL ORIGIN		EQUAL PAY ACT		AGE	DISABILITY		GINA	NUMBER FAD FINDINGS BY ISSUE	NUMBER OF FADs WITH FINDINGS BY ISSUE	NUMBER COMPLAINE ISSUED FAD FINDINGS BY ISSUE	NUMBER AJ DECISION FINDING BY ISSUE	NUMBER AJ DECISION WITH FINDING BY ISSUE	# FINAL ORDER FINDINGS FULLY IMPLEMENTED BY ISSUE	# FINAL ORDERS w/ FINDINGS FULLY IMPLEMENTED FINDINGS	# COMPLAINANTS ISSUED FINAL ORDERS W/ FINDINGS FULLY IMPLEMENTED BY ISSUE
	MALE	FEMALE	LGBT		HISPANIC LATINO	OTHER	MALE	FEMALE		MENTAL	PHYSICAL									
A. APPOINTMENT/HIRE	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
B. ASSIGNMENT OF DUTIES	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
C. AWARDS	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
D. CONVERSION TO FULL TIME/PERM STATUS	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E. DISCIPLINARY ACTION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E.1. DEMOTION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E.2. REPRIMAND	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E.3. SUSPENSION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E.4. REMOVAL	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E.5. DISCIPLINARY WARNING	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E.6.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
E.7.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
F. DUTY HOURS	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
G. EVALUATION/APPRAISAL	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
H. EXAMINATION/TEST	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
I. HARASSMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
I.1. NON-SEXUAL	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
I.2. SEXUAL	0	0	0	0									0	0	0	0	0	0	0	0
J. MEDICAL EXAMINATION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
K. PAY INCLUDING OVERTIME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L. PROMOTION/NON-SELECTION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
M. REASSIGNMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
M.1. DENIED	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
M.2. DIRECTED	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
N. REASONABLE ACCOMMODATION DISABILITY				0						0	0	0	0	0	0	0	0	0	0	0
O. REINSTATEMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
P. RELIGIOUS ACCOMMODATION													0	0	0	0	0	0	0	0
Q. RETIREMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
R. SEX-STEROTYPING	0	0	0										0	0	0	0	0	0	0	0
S. TELEWORK	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
T. TERMINATION	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
U. TERMS/CONDITIONS OF EMPLOYMENT	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
V. TIME AND ATTENDANCE	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
W. TRAINING	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
X. OTHER (Please specify below)	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
X.1.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
X.2.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
X.3.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0
X.4.	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0	0	0

PART IV D - BASES AND ISSUES FOUND IN FAD's AND FINAL ORDERS (Part 2)

	BASES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS																		
	SEX				NATIONAL ORIGIN		EQUAL PAY ACT			DISABILITY									
ISSUES OF DISCRIMINATION FOUND IN FAD's AND FINAL ORDERS	MALE	FEMALE	LGBT	PDA	HISPANIC LATINO	OTHER	MALE	FEMALE	AGE	MENTAL	PHYSICAL	GINA	NUMBER FAD FINDINGS BY ISSUE	NUMBER OF FADs WITH FINDINGS BY ISSUE	NUMBER COMPLAINE ISSUED FAD FINDINGS BY ISSUE	NUMBER AJ DECISION FINDING BY ISSUE	NUMBER AJ DECISION WITH FINDING BY ISSUE	# FINAL ORDER FINDINGS FULLY IMPLEMENTED BY ISSUE	# FINAL ORDERS w/ FINDINGS FULLY IMPLEMENTED FINDINGS	# COMPLAINANTS ISSUED FINAL ORDERS W/ FINDINGS FULLY IMPLEMENTED BY ISSUE
1. Final Agency Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0								
1.1a. Number FADs with Findings	0	0	0	0	0	0	0	0	0	0	0	0								
1.1b. Number Complainants Issued FAD Findings	0	0	0	0	0	0	0	0	0	0	0	0								
2. AJ Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0								
2.2a. Number AJ Decisions With Findings	0	0	0	0	0	0	0	0	0	0	0	0								
3. Final Agency Order Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0								
3.3a. # of Final Orders (Fos) With Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0								
3.3b. # of Complainants issued FOs with Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0								

PART V - SUMMARY OF CLOSURES BY STATUTE

27	A.1. TITLE VII
0	A.1a. PREGNANCY DISCRIMINATION ACT (PDA)
13	A.2. AGE DISRIMINATION IN EMPLOYMENT ACT (ADEA)
14	A.3. REHABILITATION ACT
0	A.4. EQUAL PAY ACT (EPA)
0	A.5. GENETIC INFORMATION NONDISCRIMINATION ACT (GINA)
54	B. TOTAL BY STATUTES - THIS NUMBER MAY BE LARGER THAN THE TOTAL NUMBER OF COMPLAINTS CLOSED. (A1+A1a +A2+A3+A4+A5)

PART VI - SUMMARY OF CLOSURES BY CATEGORY

	TOTAL NUMBER	TOTAL DAYS	AVERAGE DAYS
A. TOTAL NUMBER OF CLOSURES	32	17260	539.38
A.1. WITHDRAWALS	0	0	0.00
A.1.a. NON-ADR WITHDRAWALS	0	0	0.00
A.1.b. ADR WITHDRAWALS	0	0	0.00
A.2. SETTLEMENTS	11	6256	568.73
A.2.a. NON-ADR SETTLEMENTS	5	4036	807.20
A.2.b. ADR SETTLEMENTS	6	2220	370.00
A.3. FINAL AGENCY ACTIONS	21	11004	524.00
B. FINAL AGENCY DECISIONS WITHOUT AN ADMINISTRATIVE JUDGE DECISION	15	4198	279.87
B.1. FINDING DISCRIMINATION	0	0	0.00
B.2. FINDING NO DISCRIMINATION	7	3426	489.43
B.3. DISMISSAL OF COMPLAINTS	8	772	96.50
C. FINAL AGENCY ORDERS WITH AN ADMINISTRATIVE JUDGE (AJ) DECISION	6	6806	1,134.33
C.1. AJ DECISION FULLY IMPLEMENTED	6	6806	1,134.33
C.1.a FINDING DISCRIMINATION	0	0	0.00
C.1.b FINDING NO DISCRIMINATION	2	2213	1,106.50
C.1.c DISMISSAL OF COMPLAINTS	4	4593	1,148.25
C.2. AJ DECISION NOT FULLY IMPLEMENTED	0	0	0.00
C.2.a FINDING DISCRIMINATION	0	0	0.00
C.2.a.i. AGENCY APPEALED FINDING BUT NOT REMEDY	0	0	0.00
C.2.a.ii. AGENCY APPEALED REMEDY BUT NOT FINDING	0	0	0.00
C.2.a.iii. AGENCY APPEALED BOTH FINDING AND REMEDY	0	0	0.00
C.2.b FINDING NO DISCRIMINATION	0	0	0.00
C.2.c DISMISSAL OF COMPLAINTS	0	0	0.00

PART VI - SUMMARY OF CLOSURES BY CATEGORY (Continued)

	TOTAL NUMBER	TOTAL DAYS	AVERAGE DAYS
D. FINAL AGENCY MERIT DECISIONS (FAD) ISSUED	7	513	73.29
D.1. COMPLAINANT REQUESTED IMMEDIATE FAD	1	59	59.00
D.1.a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF FAD REQUEST	1	59	59.00
D.1.b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND RECEIPT OF FAD REQUEST	0	0	0.00
D.2. COMPLAINANT DID NOT ELECT HEARING OR FAD	3	354	118.00
D.2.a. AGENCY ISSUED FAD WITHIN 60 DAYS OF END OF 30-DAY ELECTION PERIOD	2	116	58.00
D.2.b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND END OF 30-DAY ELECTION PERIOD	1	238	238.00
D.3. HEARING REQUESTED; AJ RETURNED CASE TO AGENCY FOR FAD WITHOUT AJ DECISION (3a+3b)	2	63	31.50
D.3.a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE	2	63	31.50
D.3.b. AGENCY ISSUED FAD MORE THAN 60 DAYS AFTER RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE	0	0	0.00
D.4. FINAL AGENCY DECISION ISSUED ON A MIXED CASE (4a+4b)	1	37	37.00
D.4.a. AGENCY ISSUED FAD WITHIN 45 DAYS AFTER INVESTIGATION	1	37	37.00
D.4.b. AGENCY ISSUED FAD MORE THAN 45 DAYS AFTER INVESTIGATION	0	0	0.00

PART VII - SUMMARY OF FORMAL COMPLAINTS CLOSED BY TYPES OF BENEFITS

	NUMBER	AMOUNT
A. TOTAL COMPLAINTS CLOSED WITH BENEFITS	11	
B. TOTAL CLOSURES WITH MONETARY BENEFITS TO COMPLAINANT	8	$200,500.00
B.1. BACK PAY/FRONT PAY	0	$0.00
B.2. LUMP SUM PAYMENT	6	$148,000.00
B.3. COMPENSATORY DAMAGES	0	$0.00
B.4. ATTORNEY FEES AND COSTS	3	$52,500.00
D. INTENTIONALLY LEFT BLANK		
E. TOTAL CLOSURES WITH NON-MONETARY BENEFITS TO COMPLAINANT	5	
F. TYPES OF BENEFITS IN NON-MONETARY CLOSURES	NUMBER OF CLOSURES THAT RECEIVED MONETARY BENEFITS AS WELL	NUMBER OF CLOSURES THAT RECEIVED ONLY NON-MONETARY BENEFITS
F.1. HIRES	0	0
F.1.a. RETROACTIVE	0	0
F.1.b. NON-RETROACTIVE	0	0
F.2. PROMOTIONS	0	1
F.2.a. RETROACTIVE	0	1
F.2.b. NON-RETROACTIVE	0	0
F.3. EXPUNGEMENTS	1	0
F.4. REASSIGNMENTS	0	1
F.5. REMOVALS RESCINDED	1	0
F.5.a. REINSTATEMENT	0	0
F.5.b. VOLUNTARY RESIGNATION	1	0
F.6. ACCOMMODATIONS	0	0
F.7. TRAINING	0	1
F.8. APOLOGY	0	0
F.9. DISCIPLINARY ACTIONS	0	1
F.9.a. RESCINDED	0	0
F.9.b. MODIFIED	0	1
F.10. PERFORMANCE EVALUATION MODIFIED	0	0
F.11. LEAVE RESTORED	2	0
F.12. NEUTRAL REFERENCE	2	0
F.13.	0	0
F.14.	0	0

PART VIII - SUMMARY OF PENDING COMPLAINTS BY CATEGORY

	NUMBER PENDING	NUMBER OF DAYS	AVERAGE DAYS	DAYS PENDING OLDEST CASE	OLDEST DOCKET #
A. TOTAL COMPLAINTS PENDING (SAME AS PART II Line I)	59	28263			
A.1. COMPLAINTS PENDING WRITTEN NOTIFICATION	0	0	0	0	
A.1a. COMPLAINTS PENDING DECISION TO ACCEPT/DISMISS	3	209	69.67	92	
A.2. COMPLAINTS PENDING IN INVESTIGATION	19	4233	222.79	401	
A. 2a. COMPLAINTS PENDING 180 DAY INVESTIGATION NOTICE	2	745	372.5	401	
A.3. COMPLAINTS PENDING IN HEARINGS	34	22167	651.97	1388	550-2014-00283X
A.4. COMPLAINTS PENDING A FINAL AGENCY ACTION	3	1654	551.33	613	

PART IX - SUMMARY OF INVESTIGATIONS COMPLETED

	TOTAL	TOTAL DAYS	AVERAGE
A. INVESTIGATIONS COMPLETED DURING REPORTING PERIOD	19	4010	211.05
AGENCY INVESTIGATIONS			
A.1. INVESTIGATIONS COMPLETED BY AGENCY PERSONNEL	0	0	0.00
A.1.a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS	0	0	0.00
A.1.b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS	0	0	0.00
A.1.b.1. TIMELY COMPLETED INVESTIGATIONS	0	0	0.00
A.1.b.2. UNTIMELY COMPLETED INVESTIGATIONS	0	0	0.00
A.1.c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS	0	0	0.00
A.2. AGENCY INVESTIGATION COSTS	$0.00		$0.00
CONTRACT INVESTIGATIONS			
A.3. INVESTIGATIONS COMPLETED BY CONTRACTORS	19	4010	211.05
A.3.a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS	5	679	135.80
A.3.b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS	14	3331	237.93
A.3.b.1. TIMELY COMPLETED INVESTIGATIONS	6	1323	220.50
A.3.b.2. UNTIMELY COMPLETED INVESTIGATIONS	8	2008	251.00
A.3.c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS	0	0	0.00
A.4. CONTRACTOR INVESTIGATION COSTS	$46,220.56		$2,432.66

PART X - SUMMARY OF ADR PROGRAM ACTIVITIES

INFORMAL PHASE PRE-COMPLAINT

A. INTENIONALLY LEFT BLANK				
B. ADR ACTIONS IN COMPLETED/ENDED COUNSELINGS	COUNSELING	INDIVIDUALS		
B.1. ADR OFFERED BY AGENCY	53	52		
B.2. REJECTED BY INDIVIDUAL (COUNSELEE)	29	28		
B.3. INTENIONALLY LEFT BLANK				
B.4. TOTAL ACCEPTED INTO ADR PROGRAM	24	24		
C. ADR RESOURCES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)	6	6		
C.1. INHOUSE	1	1		
C.2. ANOTHER FEDERAL AGENCY	0	0		
C.3. PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL)	5	5		
C.4. MULTIPLE RESOURCES USED (Please specify in a comment box)	0	0		
C.5. FEDERAL EXECUTIVE BOARD	0	0		
C.6.	0	0		
C.7.	0	0		
	COUNSELING	INDIVIDUALS	DAYS	AVERAGE DAYS
D. ADR TECHNIQUES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)	6	6	289	48.17
D.1. MEDIATION	6	6	289	48.17
D.2. SETTLEMENT CONFERENCES	0	0	0	0.00
D.3. EARLY NEUTRAL EVALUATIONS	0	0	0	0.00
D.4. FACTFINDING	0	0	0	0.00
D.5. FACILITATION	0	0	0	0.00
D.6. OMBUDSMAN	0	0	0	0.00
D.7. PEER REVIEW	0	0	0	0.00
D.8. MULTIPLE TECHNIQUES USED (Please specify in a comment box)	0	0	0	0.00
D.9.	0	0	0	0.00
D.10.	0	0	0	0.00
E. STATUS OF ADR CASES IN COMPLETED/ENDED COUNSELINGS	COUNSELING	INDIVIDUALS	DAYS	AVERAGE DAYS
E.1. TOTAL CLOSED	24	24	1054	43.92
E.1.a. SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)	6	6	254	42.33
E.1.b. NO FORMAL COMPLAINT FILED	7	7	185	26.43
E.1.c COMPLAINT FILED				
E.1.c.i. NO RESOLUTION	6	6	277	46.17
E.1.c.ii. NO ADR ATTEMPT (aka Part X.E.1.d)	5	5	338	67.60
E.1.e. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD	0	0	0	0.00

PART XI SUMMARY OF ADR PROGRAM ACTIVITIES

FORMAL PHASE (COMPLAINT FILED)

B. ADR ACTIONS IN COMPLAINT CLOSURES	COMPLAINTS	COMPLAINANTS
B.1. ADR OFFERED BY AGENCY	25	24
B.2. REJECTED BY COMPLAINANT	14	14
B.3. INTENTIONALLY LEFT BLANK		
B.4. TOTAL ACCEPTED INTO ADR PROGRAM	11	11
C. ADR RESOURCES USED IN COMPLAINT CLOSURES (TOTALS)	4	4
C.1. INHOUSE	0	0
C.2. ANOTHER FEDERAL AGENCY	0	0
C.3. PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSIT	4	4
C.4. MULTIPLE RESOURCES USED (Please specify in a comment box)	0	0
C.5. FEDERAL EXECUTIVE BOARD	0	0
C.6.	0	0
C.7.	0	0

	COMPLAINTS	COMPLAINANTS	DAYS	AVERAGE DAYS
D. ADR TECHNIQUES USED IN COMPLAINT CLOSURES (TOTALS)	4	4	325	81.25
D.1. MEDIATION	4	4	325	81.25
D.2. SETTLEMENT CONFERENCES	0	0	0	0.00
D.3. EARLY NEUTRAL EVALUATIONS	0	0	0	0.00
D.4. FACTFINDING	0	0	0	0.00
D.5. FACILITATION	0	0	0	0.00
D.6. OMBUDSMAN	0	0	0	0.00
D.7. MINI-TRIALS	0	0	0	0.00
D.8. PEER REVIEW	0	0	0	0.00
D.9. MULTIPLE TECHNIQUES USED (Please specify in a comment box)	0	0	0	0.00
D.10.	0	0	0	0.00
D.11.	0	0	0	0.00

E. STATUS OF CASES IN COMPLAINT CLOSURES	COMPLAINTS	COMPLAINANTS	DAYS	AVERAGE DAYS
E.1. TOTAL CLOSED	11	11	1327	120.64
E.1.a. SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)	6	6	821	136.83
E.1.b. WITHDRAWAL FROM EEO PROCESS	0	0	0	0.00
E.1.c. NO RESOLUTION	2	2	154	77.00
E.1.d. NO ADR ATTEMPT	3	3	352	117.33
2. INTENTIONALLY LEFT BLANK				

F. BENEFITS RECEIVED	COMPLAINTS	COMPLAINANTS	AMOUNT
F.1. MONETARY (INSERT TOTALS)	4	4	$108,000.00
F.1.a. COMPENSATORY DAMAGES	0	0	$0.00
F.1.b. BACKPAY/FRONTPAY	0	0	$0.00
F.1.c. LUMP SUM	3	3	$60,500.00
F.1.d. ATTORNEY FEES AND COSTS	2	2	$47,500.00
F.1.e.	0	0	$0.00
F.2. NON-MONETARY (INSERT TOTALS)	3	3	
F.2.a. HIRES	0	0	
F.2.a.i. RETROACTIVE	0	0	
F.2.a.ii. NON-RETROACTIVE	0	0	
F.2.b. PROMOTIONS	1	1	
F.2.b.i. RETROACTIVE	1	1	
F.2.b.ii. NON-RETROACTIVE	0	0	
F.2.c. EXPUNGEMENTS	0	0	
F.2.d. REASSIGNMENTS	1	1	
F.2.e. REMOVALS RESCINDED	0	0	
F.2.e.i. REINSTATEMENT	0	0	
F.2.e.ii. VOLUNTARY RESIGNATION	0	0	
F.2.f. ACCOMMODATIONS	0	0	
F.2.g. TRAINING	1	1	
F.2.h. APOLOGY	0	0	
F.2.i. DISCIPLINARY ACTIONS	0	0	
F.2.i.i. RESCINDED	0	0	
F.2.i.ii. MODIFIED	0	0	
F.2.j. PERFORMANCE EVALUATION MODIFIED	0	0	
F.2.k. LEAVE RESTORED	1	0	
F.2.l. NEUTRAL REFERENCE	1	1	
F.2.m.	0	0	

PART XII - SUMMARY OF EEO ADR PROGRAM ACTIVITIES

EEO ADR RESOURCES

A. NO LONGER COLLECTED	
B. EMPLOYEES THAT CAN PARTICIPATE IN EEO ADR	5335
C. RESOURCES THAT MANAGE EEO ADR PROGRAM (DOES NOT INCLUDE NEUTRALS AS REPORTED IN PARTS X. & XI.)	1
C.1. IN-HOUSE FULL TIME (40 HOURS EEO ADR ONLY)	0
C.2. IN-HOUSE PART TIME (32 HOURS EEO ADR ONLY)	0
C.3. IN-HOUSE COLLATERAL DUTY (OTHERS/NON-CONTRACT)	1
C.4. CONTRACT (ANOTHER FEDERAL AGENCY/PRIVATE ORGANIZATIONS)	0
	AMOUNT
D. EEO ADR FUNDING SPENT	$0.00

E. EEO ADR CONTACT INFORMATION

E.1. NAME OF EEO ADR PROGRAM DIRECTOR / MANAGER	William Hall
E.2. TITLE	Director, Office of CADR
E.3. TELEPHONE NUMBER	703235-3791
E.4. EMAIL	william_e_hall@ios.doi.gov

F. EEO ADR PROGRAM INFORMATION

	YES	NO
F.1. Does the agency require the alleged responsible management official to participate in EEO ADR?	X	
F.1a. If yes, is there a written policy requiring the participation?	X	
F.2. Does the alleged responsible management official have a role in deciding if the case is appropriate for EEO ADR?		X

CERTIFICATION AND CONTACT INFORMATION

I certify that the EEO complaint data contained in this report, EEOC Form 462, Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints, for the reporting period October 1, 2016 through September 30, 2017 is accurate and complete.

NAME OF CERTIFYING OFFICIAL:	Laura Norton
TITLE OF CERTIFYING OFFICIAL:	Manager
TELEPHONE NUMBER:	(303) 445-3012
E-MAIL:	lnorton@usbr.gov
SIGNATURE OF CERTIFYING OFFICIAL: (Enter PIN to serve as your electronic signature)	
DATE:	16-10-2017

NAME OF PREPARER:	Pennington Winberg
TITLE OF PREPARER:	EEO Specialist
TELEPHONE NUMBER:	(202) 208-2249
E-MAIL:	pennington_winberg@ios.doi.gov
DATE:	13-10-2017

The FY 2017 Form 462 report must be "Accepted/Finalized" by EEOC by October 31, 2017 to be considered timely.

Form 462 Comments

Part Name	COMMENT(expression left | evaluation symbol | expression right | value1 | value2 | comment)
Part I	
	D3c -- Counseling Completed/Ended in Reporting Period that Resulted in Complaint Filing in Reporting Period - Individuals | = | Part II. J | 26 | 28 | Although 28 complaints were filed during the reporting period, only 26 complainants because because M. Kobey filed two complaints (DOI-BOR-17-0302 and DOI-BOR-17-0304) and T. Martin filed two complaints (DOI-BOR-17-0175 and DOI-BOR-17-0278).
PART XI	
	E.1.a. SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary), AVERAGE DAYS | between | 0 and 100 | 136.833333333333 | 100 | Settlement with benefits, average days, of 136.83 has been verified and is correct. Lockwood, BOR-15-0062, took 168 days; Andrews, BOR-16-0078, took 1 day; Pryor, BOR-16-0212, took 99 days; Musser, BOR-16-0281, took 48 days; Andrews, BOR-16-0304, took 382 days; and Harris, BOR-16-0351, took 128 days.
Part XI	
	E1d -- No ADR Attempt - Average Days | between | 0 and 100 | 117.333333333333 | 100 | No ADR Attempt, average days, of 117.33 is verified and correct. Nelson, BOR-17-0082, took 142 days; Sadler, BOR-17-0201, took 129 days; and Kyle, BOR-17-0266, took 84 days.

OCLF: HMs: 5.2% HFs: 4.8%

Triggers needing special attention are bold, outlined and highlighted in blue

Table A1 – Total Workforce

Hispanic Males (HMs) are 6.2% of Reclamation's workforce, which is 1% above the Occupational Civilian Labor Force (OCLF) value of 5.2%.

Hispanic Females (HFs) are 3.9% of Reclamation's workforce, which is 0.9% below the OCLF value of 4.8%.

HMs are 6.1% and 6.7%, respectively in the permanent and temporary workforces, which is at or above the OCLF value.

HFs are 3.9% and **4.7%**, respectively in the permanent and **temporary workforces**. HFs are disproportionately under-represented in the permanent workforce.

Table A2 – Permanent Workforce by Region

HMs and HFs at or above OCLF in MP, LC, UC, and D/WO.

PN: HMs 0.7% below OCLF at 4.5%. **HFs 2.4% below OCLF at 2.4%.**

GP: **HMs 3.5% below OCLF at 1.7%. HFs 3.4% OCLF at 1.4%.**

Table A3: Occupational Categories (PATCO Analysis)

Officials and Managers (O&M): 31% of Reclamation's workforce (1659/5423)

HMs comprise 4.4% of all O&M positions, which is 0.8% below the OCLF.

HFs comprise 5.4% of all O&M positions, which is 0.6% above the OCLF.

HMs are at or above OCLF values in O&M positions at all grade levels, except in non-GS O&M positions, in which case they are 1.5% below OCLF.

HFs are 20% to 50% under-represented in O&M positions at all grade levels, except for non-GS O&M positions, in which case they are over-represented by 50% as compared to the OCLF.

Professionals (PRO): 29% of Reclamation's workforce (1563/5423)

HMs comprise 5.9% of all PRO positions, which is 13% above expected based on the OCLF.

HFs comprise 2.6% of all PRO positions, which is 46% below expected based on the OCLF.

Technicians (TECH): 5% of Reclamation's workforce (266/5423)

HMs comprise 8.3% of all TECH positions, which is 60% above expected based on the OCLF.

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HFs comprise 3.4% of all TECH positions, which is 29% below expected based on the OCLF.

Administrative Support Professionals (ADMIN): 10% of Reclamation's workforce (535/5423)

HMs comprise 3.7% of ADMIN positions, which is 29% below expected based on the OCLF.

HFs comprise 10.5% of ADMIN positions, which is 220% above expected based on the OCLF.

Craft Workers: 17% of Reclamation's workforce (896/5423)

HMs comprise 9.5% of Craft positions, which is 183% above expected based on the OCLF.

HFs comprise 0.6% of Craft positions, which is 87% below expected based on the OCLF.

Operatives: 1.5% of Reclamation's workforce (83/5423)

HMs comprise 13.3% of Operative positions, which is 256% above expected based on the OCLF.

HFs comprise 1.2% of Operative positions, which is 75% below expected based on the OCLF.

Laborers and Helpers (LABOR): 1% of Reclamation's workforce (46/5423)

HMs comprise 6.5% of LABOR positions, which is 25% above expected based on the OCLF.

HFs comprise **0% of LABOR positions, which is 480% below expected based on the OCLF**.

Service Workers (SW): 3% of Reclamation's workforce (148/5423)

HMs comprise 8.1% of SW positions, which is 56% above expected based on the OCLF.

HFs comprise 2.7% of SW positions, which is 44% below expected based on the OCLF.

Table A-4: Participation Rates for GS Grades

Deviations from OCLF are noted only when they exceed 2 absolute percentage points in either direction.

HMs are at relative parity with the OCLF at almost all grade levels (9/16). **HMs are under-represented in Grades 1 through 3, having 0.0% representation at these grade levels.** HMs are over-represented 27% (GS-6 and SES) to 44% (GS-10) in grades 6, 9, 10, and SES. The average grade for HMs is 10.3, which is 0.2 grades below the organizational mean grade of 10.5.

HFs are at or near parity with the OCLF in only 6 of 16 grade levels. **HFs are under-represented** in Grades 2, 10, 13, and 14 by 44% (GS-13), **up to 100% (GS-2 and 10)**. **HFs are over-represented in grades 1, 3, 5, 6, 8, and SES by 32% (SES) to 95% (GS-1)**. **The average grade for HFs is 9.5, which is a full grade level below the organizational mean of 10.5**.

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The OPM memo requiring a barrier analysis of Hispanics in the federal workforce specified that special attention be paid to Hispanics in grade levels 12 through SES.

HMs in Reclamation are at or above parity with the OCLF in all of these grade levels, ranging from 29% below (GS-14) to 137% above (SES) the OCLF value.

HFs at Reclamation approach parity with the OCLF, or exceed it at only GS-12 (79% of the OCLF value) and the SES level (148% of the OCLF value). HFs are **under-represented at the GS-13 through 15 levels (being 48% to 69% below the OCLF value)**.

Table A6: Major Critical Occupations (MCOs)

Reclamation has 11 MCOs.

HMs are at or above parity for the relevant OCLF in 10 of 11 MCOs. **HMs are under-represented by 31% in the Industrial Equipment Mechanic (5352) series**. **HMs are over-represented by 192% to 327% in two series: Accounting (0510) and Electrical Engineering (0850)**. In the remaining 8 series, HMs are closer to parity.

HFs are at or above relevant OCLF values in all 11 MCOs. **HFs are over-represented 292% in the Contracting series (1102)**, but are otherwise close to parity in the remaining 10 MCOs.

Table A-7: Hires for MCOs

HMs were not hired at the relevant OCLF rate in 4 of 11 MCOs: Civil Engineering (0810), -0.7%; Mechanical Engineering (0830), -3.9%; Industrial Equipment Mechanic (5352), -8.4%; and, Electric Power Controlling (5407), -4.9%. The relative under-representation for HMs in these 4 MCOs ranges from 17% (Civil Engineering) to **100% (Mechanical Engineering, Industrial Equipment Mechanic, and Electric Power Controlling). As Table A6 already indicated that HMs are under-represented by 31% in the Industrial Equipment Mechanic series, it is especially worth looking into the hiring actions for this series, as Reclamation made no HM hires in this series in FY17**.

HMs were above the relevant OCLF in 7 of 11 MCOs. The **relative over-representation of HMs in these hires ranged from 190% (Electrical Engineering) to 387% (Human Resources Management)**. As noted in Table A6, HMs are over-represented in 7 of 11 MCOs, most notably in Accounting and Electrical Engineering, which **series hired HMs above expected based on the OCLF by 350% and 40%, respectively**.

Reclamation made no HF hires 10 of 11 MCOs in FY17. Whereas this fact would normally be a trigger, Table A6 reflects that HFs are at or above parity in all 11 MCOs, so the impact on HF representation rates in these series should be negligible. The only MCO for which HF hires were made was in **Civil Engineering (0810), and in that series HFs were hired at 911% above the OCLF**. **Table A6 reflects that HFs are over-represented in Civil Engineering by 233%, so**

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over-representation in hiring will continue this potential over-concentration of HFs in the one series.

Table A8: New Hires

In FY17, Reclamation hired HMs and HFs at rates 23% and 13%, respectively, above expected based on the OCLF.

Reclamation hired into its permanent workforce **56% more HMs from the temporary ranks** than would be expected based on the OCLF, but only 23% more than expected as new accessions. HFs were hired into the permanent workforce from the temporary workforce at the rate expected from the OCLF, but new accessions were 10% lower than expected based on the OCLF.

New HM hires into Reclamation's temporary workforce were 19% higher than expected based on OCLF, but **HFs were hired for temporary positions at a rate 83% above expected**. As Table A1 reflects that HFs at Reclamation are only at parity with the OCLF in its temporary ranks, and below the OCLF in the permanent workforce, **a barrier analysis must account for why HFs are disproportionately hired for temporary, as opposed to permanent, positions. Such factors likely relate to the relatively lower average grade for HFs as compared to the overall organizational average**.

Table A9: Internal Competitive Promotions for MCOs

HMs were promoted at below expected rates for 7 of 11 MCOs in FY17, and **received no promotions at all in 6 of 11 MCOs**. Relevant applicant pools for HMs were below expected values for 6 of the 11 MCOs. **In 3 of 11 MCOs, HMs were promoted at rates well in excess of expected based on the OCLF, and in two series, this over-representation in promotion occurred even though relevant pools were significantly smaller than they should have been based on OCLF.** It appears based on these data, that **there are irregularities in both under-promotions and over-promotions. These promotion actions should be analyzed more closely to ascertain that merit procedures are being followed and that everyone has an equal opportunity for advancement**. HFs were promoted at below expected values for 8 of 11 MCOs, and **in all 8 series, there were no promotions at all for HFs**. **Relevant HF applicant pools were below expected values in 6 of 11 MCOs**. In no case in which HFs were promoted above expected levels, were applicant pools smaller than expected, as happened in some series with HMs. It appears in the few instances in which HFs are promoted at rates above that expected from the OCLF, it is largely due to an already extant over-representation of HFs in the particular series.

- Human Resources Management (0201): **No HMs were promoted, and the relevant pool is 50% smaller than expected**. **HFs were promoted at a rate 260% expected and the relevant pool is nearly twice as large as expected based on the OCLF**.

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- Natural Resources and Biological Sciences (0401): **No HMs were promoted, and the relevant pool is 65% smaller than expected based on the OCLF**. **No HFs were promoted**, and the relevant pool is at parity with the OCLF.
- Accounting (0510): **No HMs were promoted,** and the relevant pool is 39% larger than expected based on the OCLF. **No HFs were promoted**, and the relevant pool is 15% smaller than expected.
- Budget Analysis (0560): **HMs were promoted at a rate 640% above expected, even though the relevant pool is 61% smaller than expected**. **This disparity is especially in need of analysis**. **HFs were promoted at a rate 694% above expected, and the relevant pool is 67% larger than expected**.
- Civil Engineering (0810): **HMs were promoted at a rate 67% above expected** and the relevant pool is close to parity with the OCLF. **No HFs were promoted and the relevant pool is 69% smaller than expected based on the OCLF**.
- Mechanical Engineering (0830): **No HMs were promoted and the relevant pool is 77% smaller than expected. No HFs were promoted** and the relevant pool is 23% smaller than expected.
- Electrical Engineering (0850): **No HMs were promoted** and the **relevant pool is nearly twice as large as expected** based on the OCLF. **No HFs were promoted and the relevant pool is zero**.
- Contracting (1102): **HMs were promoted at a rate 60% above expected**, although the **relevant pool was 73% smaller** than expected. **HFs were promoted at a rate 348% above expected, and the relevant pool is 252% larger than expected**.
- High Voltage Electrician (2810): **No HMs were promoted**, and the relevant pool is 13% smaller than expected. **No HFs were promoted, and the relevant pool is 87% smaller than expected**.
- Industrial Equipment Mechanic (5352): **HMs were promoted at a rate 214% higher than expected**, and the relevant pool was 23% larger than expected. **No HFs were promoted, and the relevant pool is 92% smaller than expected**.
- Electric Power Controlling (5407): **No HMs were promoted**, and the relevant pool is at parity with the OCLF. **No HFs were promoted and the relevant pool is 85% smaller than expected**.

Table A10: Non-Competitive Promotions

HMs were promoted at a rate 25% higher than expected based on the OCLF. **Two of the three promotions were delayed 13-24 months, and the third was delayed over 25 months, with 100% of the promotions being enacted late**. **HFs were noncompetitively promoted at a rate 81% above expected**, and 75% of the 4 promotions were enacted in less than 12 months of eligibility. **One promotion (25%) was delayed in excess of 25 months**.

Table A11: Internal Selections for Senior Level Positions (GS-13 – SES)

GS-13: **HMs were selected 60% less often than expected** based on the OCLF, although the relevant pool is at parity with the OCLF. **HFs were selected 73% more often than expected**, and the relevant pool is near parity with the OCLF.

GS-14: **No HMs or HFs were selected in FY17**. Relevant pools are smaller than expected by 17% for HMs and 44% for HFs.

GS-15: **HMs were selected at a rate 275% above expected** based on the OCLF, and the relevant pool is 19% smaller than expected. **No HFs were selected**, and the relevant pool is 42% smaller than expected.

SES: No selections were made in any demographic, including HMs and HFs. The relevant pool for HMs is at parity with the OCLF, and that for HFs is 17% larger than expected.

Table A13: Employee Recognition and Awards

HFs receive smaller awards on average than does the average Reclamation employee, receiving 9-12% less for three of six award types. **HFs in SES positions, however, are granted significantly higher awards than average at rates in excess of their representation**. **HMs** tend to receive awards at rates commensurate with the OCLF, and **earn 4-14% more than average in three of six award categories**. **HMs earn 7-8% less than average in two award categories**.

Time-Off Awards, 1-9 hours

HMs and HFs received these awards commensurate with their relative representation in the workforce. The average amount of the awards for Hispanic employees (5 hours) was equal to the average amount awarded to all employees in this category (5 hours).

Time-Off Awards, 9+ hours

HMs and HFs received these awards commensurate with their relative representation in the workforce. The average amount of the awards for HMs (22 hours) was 8% less than the average award given to all employees (24 hours). The average amount of the **awards for HFs (21 hours) was 12% less than the average** award given to all employees (24 hours).

Cash Awards, $100-$500

HMs and HFs received these awards commensurate with their relative representation in the workforce. Average awards for HMs and **HFs** were 4-**9%**, respectively, **above the organizational average**.

Cash Awards, $501+

HMs and HFs received these awards commensurate with their relative representation in the workforce. Average awards for HMs and **HFs** were 7-**9%**, respectively, **below the organizational average**.

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SES Performance Awards

HMs received these awards 48% more often than expected based on the OCLF, and the **average award for HMs was 14% greater than the average award given in this category**. **HFs received these awards 321% more often than expected based on the OCLF, and the average award for HFs was 43% greater than the average award given in this category.**

QSIs

HMs received this type of award 38% less often than expected based on the OCLF, but the **average award was 10% higher than the average award** in this category. HFs received QSIs at a rate commensurate with the OCLF, but the **average award for HFs was 10% less than the average award in this category overall**.

Table A14: Separations

HMs separate from Reclamation at rates commensurate with their representation in the workforce (5.9%). Voluntary separations are 7% less than expected, and involuntary separations are at parity with overall workforce representation.

HFs separate from Reclamation at rates commensurate with their representation in the workforce (3.8% and 3.9%, respectively). Voluntary separations are 5% higher than expected, and there were no involuntary separations in FY17.

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RECLAMATION

Managing Water in the West

Hispanics within Reclamation Assessment Report Fiscal Years 2010-2012

Sensitive — for official use only

Acknowledgments

The Hispanic Task Force (Task Force) offers it thanks to the Reclamation Diversity Council and the Regional Offices in supporting this Task Force and enabling us to contribute to Reclamation's Management Directive 715 (MD-715) Plan efforts. A special thanks to the supervisors who supported their employee's to be on this Task Force and allowing them the time to work on this planned activity during fiscal year 2013.

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Executive Summary

In compliance with Management Directive 715 (MD-715), Special Emphasis Program goals were established in Reclamation's fiscal year 2013 MD-715 Plan for the Hispanic Employment Program, the Federal Women's Program, and the Disability Program.

The Hispanic Employment Program Manager (HEPM) was tasked with leading a Reclamation-wide assessment of the status of Hispanics in Reclamation's permanent workforce through statistical analysis of various employment characteristics to identify triggers for further barrier analysis.

The HEPM formed a Task Force comprised of six Reclamation employees. The six Task Force members were diverse in race, ethnicity, grade levels, and occupational categories. The Reclamation regions represented on the Task Force were Pacific Northwest (PN) Region, Mid-Pacific (MP) Region, Lower Colorado (LC) Region, and the Denver/Washington (DO/WO) office. The assessment was conducted during fiscal year 2013, utilizing fiscal years 2010, 2011, and 2012 data.

The Task Force decided to follow the 2008 Equal Employment Opportunity Commission (EEOC) "*Report on the Hispanic Employment Challenge in the Federal Government by the Federal Hispanic Work Group*," as the premise of their assessment. The areas assessed were: 1) providing a historical perspective as to how the Hispanic Employment Program emerged and why there has been considerable emphasis on increasing Hispanic representation in the Federal workforce; 2) reviewing the participation rates of Hispanics utilizing the MD-715 Workforce Tables focusing on fiscal years 2010, 2011, and 2012; (3) Hispanic Outreach, Recruitment and Hiring efforts in Reclamation; (4) Hispanic Retention Rates and Retention strategies used in Reclamation; (5) Hispanic participation in Leadership Programs; and (6) Hispanic Government-wide Efforts.

The Task Force analyzed data from a variety of sources including 2000 and 2010 Census, MD-715 workforce tables, FPPS/Datamart and Monster Analytics; reviewed existing Federal reports from EEOC and the Office of Personnel Management (OPM) extracting excerpts and data from these reports, reviewed barrier analysis conducted by previous Reclamation work groups, extracted information from the 2010 Census briefs pertaining to the respective assessments, and surveyed regions for information all with the ultimate goal of identifying both positive and negative triggers.

The report is divided into nine sections: (1) About the Hispanic Program; (2) Hispanic Population; (3) Reclamation Permanent Workforce Synopsis; (4) Hispanic Outreach, Recruitment, and Hiring Synopsis; (5) Retention Synopsis; (6) Leadership Programs Synopsis; (7) the Role of the Hispanic Employment Program Manager; (8) Hispanic Government-wide efforts; and (9) Conclusion. Page 4 of this report lists the figures and tables that support the assessment findings, Appendix A contains definitions, and Appendix B is a screen print of the questionnaire that was sent to the regional Human Resources (HR) offices.

The purpose of this report is to inform the Reclamation Diversity Council, senior leadership and other stakeholders of the Task Force assessment findings. Pages 6-8 of this report lists the triggers identified and assessment recommendations:

Triggers Identified

Positive Triggers

- Reclamation's representation is higher than the Federal Workforce and the Department of the Interior (Department) 9.7 percent, 8.1 percent, and 5.9 percent, respectively.
- Reclamation Hispanic representation closely reflects the 2000 & 2010 Census i.e., 10.7 percent and 10.1 percent, respectively.
- Hispanics average grade level is GS-10 which is equivalent to Reclamation's overall workforce, with the exception of Hispanic females.
- Reclamation participation rates for Hispanics are the highest in the Department.
- Reclamation's Hispanic workforce remained somewhat consistent i.e., the trend was highest in 2010, dipped slightly in 2011, and rose again in 2012.
- Reclamation's Hispanic male representation has consistently progressed starting in fiscal year 2004 when they were below 5 percent and increased to 6 percent in fiscal year 2012. Reclamation's female representation has increased incrementally starting around 3 percent in 2004, peaked to 4 percent in 2007, then decreased in 2011 and is now in an upward trend.
- The LC Region and the UC Region had the highest participation rates of Hispanics the last three fiscal years. UC Region leads the efforts for Hispanic males, and LC Region and MP Region lead the efforts for Hispanic females.
- Reclamation's labor trade workforce as a whole exceeds the 2010 NCLF for Hispanics. There has been an increase in fiscal year 2012 in Hispanics supervisors in the labor trade workforce.
- Hispanics occupy administrative and professional occupations with increases in both categories for the past three fiscal years.
- Hispanics highest participation rates in Reclamations mission critical positions is in Information Technology Management occupation.
- Reclamation is expending funds towards Hispanic Serving Institutions as well as other Minority Serving Institutions
- Reclamation uses several retention strategies i.e., on-orientation and on-boarding programs, mentoring programs, training and the use of individual development plans, leadership programs, succession planning, promotions, and recruitment, relocation, retention and student loan repayment incentives.
- Reclamation is carrying out some of the recommendations the Hispanic Work Group made to EEOC e.g., use of the Pathways Program, providing internships opportunities to utilizing HACU Internship Program some students come from Hispanic Serving Institutions (HSIs), improving its exit interview process, appointed a collateral-duty HEPM, meets periodically with the Commissioner (Agency Head) to discuss EEO and affirmative employment program goals and accomplishments, has a critical element in place in the performance plans of all managers and supervisors, and has included Reclamation's Civil Rights Manager in selection/interview panels.

Negative Triggers

- Great Plains Region has the lowest participation rates of Hispanics overall.
- Hispanic females are predominately represented in grades GS-3 through GS-9; absent in GS-10 but rise slightly in the higher grades, i.e., GS-12 through GS-15; however, the participation rates have steadily decreased in fiscal year 2012 at the higher grades.

- Recruitment bonus' have not been given to Hispanics in the past three fiscal years nor relocation bonus' in fiscal years 2011 and 2012; and only 7 Hispanics received retention bonus' and 8 Hispanics received Student Loan Repayments, in the past three fiscal years.
- Despite Civilian Labor Force (CLF) data that indicates Hispanics high representation in Reclamation, numbers in leadership positions remain status quo, there has been no significant increase for the last three fiscal years. Low participation rates by Hispanic employees in Leadership Development Program (LDPs) as compared to non-Hispanic employees. Applicant numbers for delegated examining unit (DEU) managerial/leadership announcements indicate that Hispanics are applying, but not qualifying for DEU positions.
- Although fiscal year 2013, has seen an increase in utilizing various formats of tracking information, previous years are more difficult to obtain due to inconsistencies in practice. This may be as a result of loss of knowledge of employees separating, details, or work priorities. It appears that information tracking the major aspects of regions' Hispanic program activities is not readily available and is difficult to assemble. The information was housed in different offices or not maintained at all.
- In most regions, responsibility for Hispanic program activities is dispersed within regional sub-offices and information that might be useful in managing a Reclamation-wide recruitment program is not centrally maintained. With a collateral duty Reclamation Hispanic Employment Program Manager there may be improvements made to the overall program.
- The use of employee exit interviews is sparse with little or no results to share that may provide insights as why Hispanic and non-Hispanic employees Reclamation. A new exit interview online survey has been developed, piloted, and is currently in use. Fiscal year 2014, should return more comprehensive results.

<u>Assessment Recommendations</u>

- Reclamation's Federal Women's Program Manager conduct a barrier analysis in fiscal year 2014 on the status of females in Reclamation, specifically looking at all female groups and to include why Hispanics female participation rates are in the lower grades.
- Establish feeder programs to the RLDP to assist in increasing the number of Hispanic representation within Reclamation's leadership.
- Create a link under Reclamation's website with information related to leadership development, hiring, training, and mentoring.
- Establish LDPs that will provide automatic, guaranteed promotion for those who complete LDPs. Ensure there is a diverse candidate pool to include Hispanics.
- Revisit the recommendations outlined in the *Barrier Analysis of Higher-Graded Positions Report* dated May 2012, as similar assessment findings correlated to the Task Force findings in relationship to leadership development.
- Reclamation invests in its commitment to consistent tracking efforts in outreach and recruitment, leadership development programs, and retention initiatives such as student loan repayment, higher education support, and payment professional credentials.
- Continued usage of retention strategies and advancement opportunities i.e., leadership development programs and succession planning efforts to improve and maintain the retention of Hispanics, especially in leader positions.

I. About the Hispanic Employment Program[1]

The first executive order concerning discrimination in federal employment was issued in July 1948, by President Harry S. Truman. Executive Order 9980 prohibited discrimination in federal employment on the bases of race, color, religion, or national origin. Thereafter, Presidents Dwight D. Eisenhower, John F. Kennedy, Lyndon B. Johnson, and Richard M. Nixon each issued Executive Orders expanding those protections.

On November 5, 1970, the Nixon White House issued a comprehensive Sixteen-Point Federal Employment Plan aimed specifically at increasing employment of Hispanics in the federal workforce. The program outlined 16 steps that the Civil Service Commission and other agencies could undertake to ensure equal opportunity in federal employment for Hispanics. On January 23, 1973, the program was renamed "Spanish-Speaking Program" to emphasize bilingual skills; and on February 28, 1978, the program was again renamed to what it is known as today, the "Hispanic Employment Program" (HEP).

In 1971, Congress conducted public hearings on proposed amendments to Title VII and found widespread discrimination in both the private and public sectors; little progress by blacks, Hispanics, and women in any occupational field; continued concentration of all these groups in the lowest paid positions and in the lowest paid industries; discrimination and exclusion of these same groups from higher paid jobs and occupations; and significant pay disparities traced to such discrimination. Based on these findings, Congress passed the Equal Employment Opportunity Act of l972, which, among other things, expanded Title VII's coverage to include the federal government. At that time, Hispanics then referred to as "Spanish-surnamed," made up **2.9 percent of the federal workforce.**

Later that decade, President Jimmy Carter issued the Reorganization Plan No. 1 of 1978, which, among other things, transferred the functions of the Equal Employment Opportunity Coordinating Council (EEOCC) to the EEOC. Following this issuance, he conducted 16 town hall meetings in seven states, the District of Columbia, and Puerto Rico to address issues and concerns raised by Hispanics. Based upon these meetings, the Executive Office of the President released the Carter Administration and Hispanics Report: A Partnership to Progress, in which employment was one of eight issues analyzed. In his effort to address the problem, President Carter placed 186 Hispanics in high-ranking positions throughout the federal government.

In 1997, the OPM launched its Nine-Point Plan to recruit qualified Hispanics for government service and improve their opportunities to advance into management and SES positions. Then, in October 2000, President Bill Clinton issued Executive Order 13171, entitled *"Hispanic Employment in the Federal Government."* This Order instructed federal agencies to improve disparities in Hispanic employment in the federal government by implementing the following five initiatives: (1) increase the representation of Hispanics in the federal government; (2) establish and maintain recruitment and retention programs oriented towards enhancing Hispanic employment; (3) develop cooperative alliances with external stakeholder groups to formulate long-range programs to eliminate disparities in Hispanic employment; (4) institute a government-wide minority recruitment effort that includes, in particular, Hispanic

[1] Excerpt from the 2008 Equal Employment Opportunity Commission (EEOC) *"Report on the Hispanic Employment Challenge in the Federal Government by the Federal Hispanic Work Group,"* included current executive orders and OPM initiatives.

employment; and (5) ensure that all rights or entitlements addressed therein are predicated on already existing legal rights, and do not confer any additional rights that do not already exist.

In furtherance of Executive Order 13171, OPM has issued annual reports to the President on the progress of efforts to increase Hispanic employment in the federal government. These reports, which are primarily generated from Federal Equal Opportunity Recruitment Program (FEORP) data, have shown **gradual improvement** in the hiring and retention of Hispanics in the federal government.

Despite the previous efforts made by past Presidents, minimal progress has been made to diversify the Federal workforce. On August 18, 2011, President Obama signed Executive Order 13583 - *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*. He states in the Executive Order that wherever possible, the Federal Government must also seek to consolidate compliance efforts established through related or overlapping statutory mandates, directions from Executive Orders, and regulatory requirements and directed executive departments and agencies to develop and implement a more comprehensive, integrated, and strategic focus on diversity and inclusion as a key component of their human resources strategies. This approach should include a continuing effort to identify and adopt best practices, implemented in an integrated manner, to promote diversity and remove barriers to equal employment opportunity, consistent with merit system principles and applicable law.

In response to Executive Order 13583, OPM developed a Diversity and Inclusion Plan and required all departments to follow suit. Prior to Executive Order 13583, and after receiving pressure from various Hispanic groups, a Hispanic Council on Federal Employment was created on February 11, 2011, in accordance with the Federal Advisory Committee Act. This Council is to advise the Director of OPM on leading employment practices and recommendations for use by all agencies. The Council members include representatives from various Hispanic organizations and Federal agencies that have experience in working on issues affecting Hispanic communities. Specifically, the Council will: 1) provide advice on ways to improve and increase outreach to Hispanic communities; 2) recommend further actions to address the underrepresentation of Hispanics in the Federal workforce where it occurs; 3) recommend ways to promote successful retention and advancement efforts; and 4) help the Federal government be innovative in its communication regarding Federal employment to Hispanic communities. *(Refer to Section VIII Hispanic Government-wide Efforts of the report to read the status of the Hispanic Council's accomplishments)*

II. Hispanic Population in the United States

Data from the 2010 Census provide insights to our ethnically diverse nation. According to the 2010 Census, 308.7 million people reside in the United States on April 1, 2010, of which **50.5 million (or 16 percent) were of Hispanic or Latino origin**. The Hispanic population increased from 35.3 million in 2000 when this group made up 13 percent of the total population. The majority of the growth in the total population came from increases in those who reported their ethnicity as Hispanic or Latino.

The **Hispanic population increased by 15.1 million between 2000 and 2010**, accounting for over half of the 27.3 million increase in the total population of the United States. Between 2000 and 2010, the **Hispanic population grew by 43 percent**, which was four times the growth in the total population at 10 percent. Table 1 below outlines the population of the United States by Race and Hispanic/Latino origin, Census 2000 and 2010. Table 1 below shows the United States by Race and Hispanic/Latino origin Census 2000 and 2010.

Table 1. United States by Race and Hispanic/Latino origin, Census 2000 and 2010

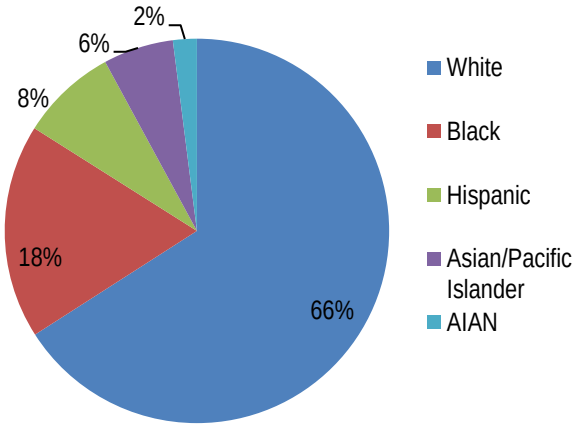
Race and Hispanic/Latino Origin	Census 2010, population	Percent of population	Census 2000, population	Percent of population
Total Population	308,745,538	100.0%	281,421,906	100.0%
Single race				
White	196,817,552	63.7	211,460,626	75.1
Black or African American	37,685,848	12.2	34,658,190	12.3
American Indian and Alaska Native	2,247,098	.7	2,475,956	0.9
Asian	14,465,124	4.7	10,242,998	3.6
Native Hawaiian and other Pacific Islander	481,576	0.15	398,835	0.1
Two or more races	5,966,481	1.9	6,826,228	2.4
Some other race	604,265	.2	15,359,073	5.5
Hispanic or Latino	50,477,594	16.3	35,305,818	12.5

Data Source: U.S. Census Bureau: National Population Estimates; Decennial Census. Note: Percentages do not add up to 100% due to rounding and because Hispanics may be part of any race and are therefore counted under more than one category.

Hispanic Population in the Permanent Federal Civilian Workforce

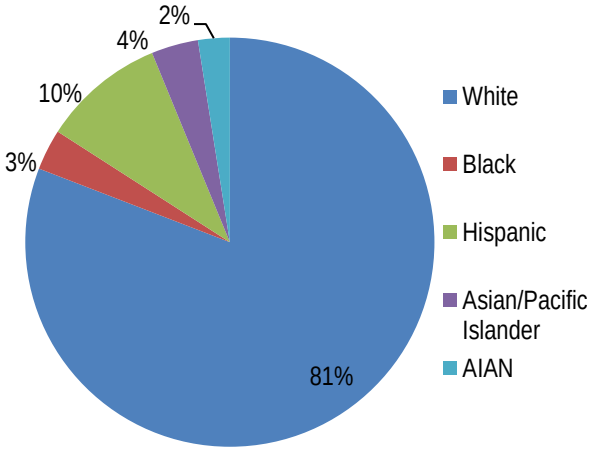
High retention rates pushed the proportion of Hispanics in the Federal government slightly upward in 2011, according to OPM. **Hispanics made up 8.2 percent** of the civilian federal workforce, **a small increase over 8.1 percent in the two previous years**, according to OPM's latest *"Annual Report on Hispanic Employment in the Federal Government."* In all, agency payrolls included 157,693 Hispanic employees, making them the second largest minority group in the government. Black employees accounted for 18 percent of the workforce.

Figure 1. Distribution of Permanent Federal Employees



Data Source: Twelfth Annual Report on HEPM Federal Report

Figure 2. Distribution of Permanent Reclamation Employees

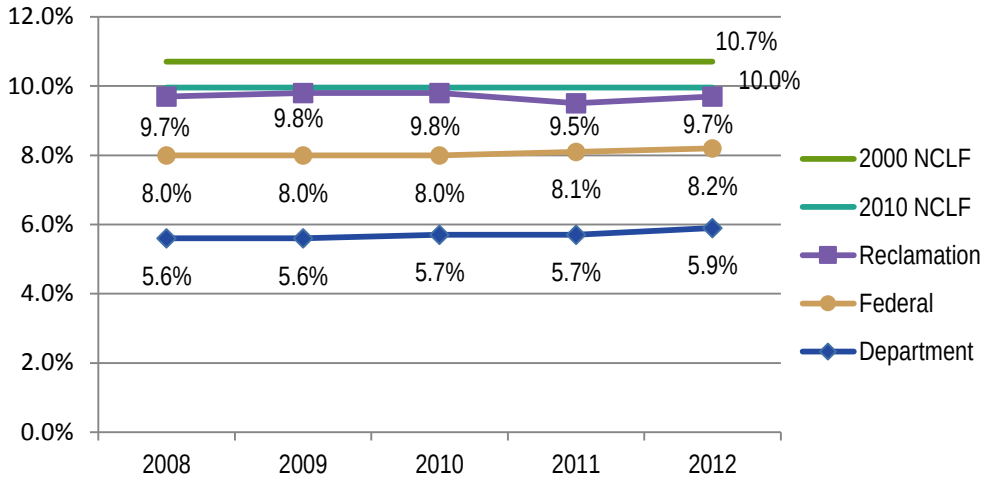


Data Source: MD 715 Tables

Hispanic Population in Reclamation's Permanent Workforce

As shown in Figure 2 above, Reclamation's representation is higher than the Federal Workforce. Reclamation representation is close to the 2000 & 2010 Census, 10.7 percent and 10.1 percent, respectively. See Figure 3 on page 12.

Figure 3. Federal, Department, & Reclamation Hispanic Representation in the Permanent Workforce



Data Source: Census, OPM Hispanic Employment Reports
Reclamation MD 715 Data Files

Reclamation's participation rates for Hispanics are the highest in the Department, presenting a 9.7 percent compared to the Departments 5.9 percent. Reclamation's trend remained somewhat consistent the past three fiscal years, the trend was highest in fiscal year 2010, dipped slightly in fiscal year 2011, and rose again in fiscal year 2012. Table 2 on page 13 illustrates Reclamation's participation rates compared to the Department bureaus.

Table 2. Permanent Workforce of Hispanics by Department of the Interior Bureaus

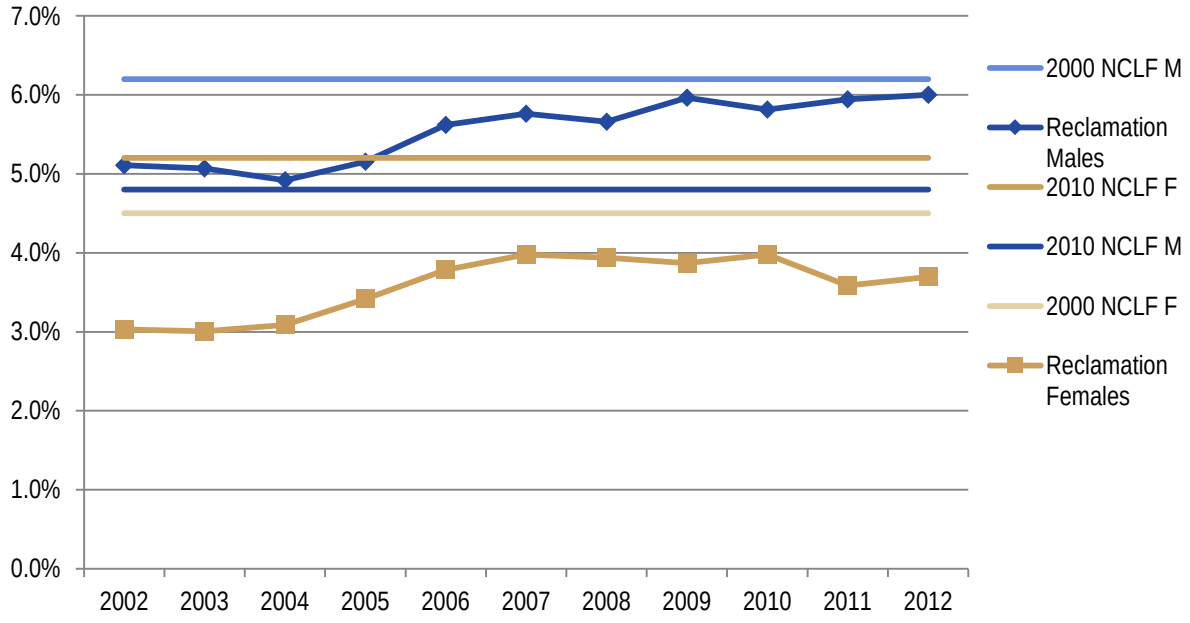
Permanent Workforce of Hispanics by Bureau	**FY 2010** * Reference Year		**FY 2011**		**FY 2012**		**Trend** * Based against Reference Year
	Number	**%**	**Number**	**%**	**Number**	**%**	
Bureau of Reclamation	**497**	**9.8%**	**489**	**9.5%**	**501**	**9.7%**	▲
National Park Service	887	5.4%	909	5.4%	942	5.6%	▲
Bureau of Land Management	765	7.7%	743	7.7%	752	7.9%	▲
Fish & Wildlife Service	532	6.2%	537	6.1%	542	6.2%	■
U.S. Geological Survey	283	3.8%	283	3.8%	280	3.8%	■
Office of the Secretary of the Interior	218	6.0%	289	6.9%	299	7.2%	▲
Minerals Management Service[2]	102	5.8%	-	-	-	-	-
Bureau of Indian Affairs	53	1.1%	61	1.3%	65	1.4%	▲
Office of Surface Mining, Reclamation and Enforcement	22	4.4%	24	5.1%	24	5.2%	▲
Bureau of Indian Education	5	1.0%	5	1.0%	6	1.2%	▲
Bureau of Ocean Energy Management, Regulatory and Enforcement	-	-	37	3.2%	12	2.2%	▼
Bureau of Safety and Environmental Enforcement	-	-	-	-	22	3.3%	■

Data Source: Department of the Interior MD-715 Workforce Data Tables - FYs 2010, 2011, and 2012.

Figure 4 on page 14 examines Reclamation's 10-Year trend of Hispanic males and females from fiscal year 2002 to fiscal year 2012 and compared to the 2000 and 2010 Census. Reclamation's Hispanic male representation has consistently progressed starting in fiscal year 2004 when they were below 5 percent and increased to 6 percent in fiscal year 2012. Reclamation's Hispanic female representation has increased incrementally starting around 3 percent in fiscal year 2004 and peaked to 4 percent in fiscal year 2007 then decreased in fiscal year 2011 and is now in upward trend but still below the 4 percent.

[2] On October 1, 2011, the Bureau of Ocean Energy Management, Regulation and Enforcement (BOEMRE), formerly the Minerals Management Service (MMS), was replaced by the Bureau of Ocean Energy Management (BOEM) and the Bureau of Safety and Environmental Enforcement (BSEE) as part of a major reorganization.

Figure 4. 10-Year Review of Reclamation's Hispanics Permanent Workforce by Gender



Data Source: Reclamation MD 715 Table A1

Overall Reclamation participation rates are greater than the Federal and the Department's workforce. There are a higher percentage of Hispanic males in Reclamation's workforce in comparison to Hispanic females. Reclamation is consistent in slowly increasing its representation of Hispanics. One reason that Reclamation may be doing well is due to the fact that Hispanics make up a high percentage in six major states, four being in the 17 Western states where Reclamation operates, California, Arizona, Colorado, and Texas. Reclamation's outreach efforts are targeted in these four states as well as nation-wide, including other states with higher Hispanic population, depending on how vacancies are announced and where they are distributed.

III. Reclamation Permanent Workforce of Hispanics Synopsis

The MD-715 workforce tables were put together to provide agencies with a snapshot of numerical representation and distribution of employees to determine whether a possible barrier impede employment opportunities for a particular demographic group. A snapshot of Reclamation's permanent workforce was analyzed utilizing particular MD-715 workforce A tables distributed by race/ethnicity and sex for fiscal years 2010, 2011, and 2012, specifically, Table A1: Total Workforce; Table A2: Total Workforce by Component; Table A3-1 and A3-2: Occupational Categories; Table A4-1 and A4-2: Participation Rates for General Schedule (GS) Grades; Table A6: Participation Rates for Major Occupations; and Table A14: Separations by Type of Separation.

Reclamation's geographic presence can sometimes present a unique challenge to the Hispanic representation within its workforce. Table 3 shown on page 15 breaks down Reclamation's Hispanic representation in its permanent workforce by regions. LC Region and the UC Region had the highest participation rates of Hispanics the last three fiscal years. UC Region leads the efforts for Hispanic

males, and MP Region and LC Region lead the efforts for Hispanic females. GP Region has the lowest participation rates of both Hispanic males and females.

Table 3. Regional Permanent Workforce of Hispanics by Gender compared to National and Metro CLF

Permanent Workforce of Hispanics by Component		FY 2010 * Reference Year		FY 2011		FY 2012		Trend * FY 12 based against NCLF Year	2010 Metro Area CLF	Trend * FY 12 based against Metro CLF
		Number	%	Number	%	Number	%			
2010 NCLF	Male	5.17%								
	Female	4.79%								
Pacific Northwest Region (Boise, ID Metro Area)	Male	40	4.2%	34	3.6%	38	4.0%	■	*3.6%*	▲
	Female	26	2.8%	24	2.5%	26	2.8%	■	*3.7%*	■
Mid-Pacific Region (Sacramento, CA Metro Area)	Male	58	5.7%	65	6.4%	69	6.8%	▲	*7.1%*	■
	Female	57	5.6%	47	4.7%	46	4.6%	■	*6.8%*	■
Lower Colorado Region (Las Vegas, NV Metro Area)	Male	73	8.6%	79	9.3%	48	9.2%	▲	*9.1%*	▲
	Female	40	4.7%	41	4.8%	43	5.1%	▲	*8.2%*	■
Upper Colorado Region (Salt Lake City, UT Metro Area)	Male	74	10.5%	69	9.8%	67	9.5%	▲	*4.6%*	▲
	Female	27	3.8%	24	3.4%	27	3.8%	■	*3.9%*	■
Great Plains Region (Billings, MT Metro Area)	Male	10	1.5%	11	1.7%	10	1.5%	▼	*1.9%*	■
	Female	8	1.2%	9	1.4%	9	1.4%	▼	*1.6%*	■
Denver/ Washington (Denver, CO and Washington D.C. Metro Areas)	Male	40	4.3%	47	5.1%	48	5.2%	▲	*4.7%*	▲
	Female	44	4.8%	39	4.2%	40	4.3%	■	*4.4%*	■

Data Source: MD 715 Table A2 and Census Files EEO-CIT02R EEO 2r. Detailed Census Occupation by Sex, and Race/Ethnicity for Residence Geography, Citizen

Reclamation has continued to discuss the use of national census data versus geographic specific census tabulation. Guidance provided by both EEOC and the Department state that agencies should utilize a benchmark that reflects our recruitment efforts. If recruitment is done on a national level, than the appropriate benchmark is the National Civilian Labor Force (NCLF). A potential barrier may exist if Reclamation recruits primarily on a local level particularly if there is low representation of various minority groups from which Reclamation can recruit.

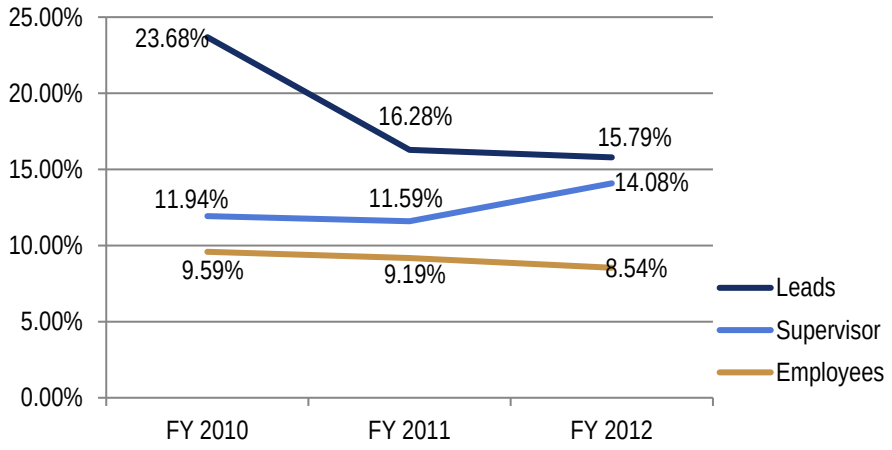
Table 4. Permanent Workforce of Hispanics in 9 Occupational Categories [3]

Permanent Workforce of Hispanics by 9 Occupational Categories	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Reference Year
	Number	%	Number	%	Number	%	
1. Officials and Managers	158	10.62%	157	10.49%	159	10.50%	▼
2. Professional	122	7.46%	127	7.63%	139	8.36%	▲
3. Technician	42	13.25%	35	11.33%	31	10.2%	▼
4. Sales Workers	-	-	-	-	-	-	-
5. Administrative Support	67	12.43%	65	12.17%	65	12.82%	▲
6. Craft	70	9.41%	68	8.9%	71	8.71%	▼
7. Operatives	9	14.29%	9	14.75%	8	14.81%	▲
8. Laborers and Helpers	4	9.76%	5	12.82%	3	8.57%	▼
9. Service Workers	10	8.62%	7	5.74%	5	4.39%	▼

Data Source: MD 715 Table A3-1

As shown in Table 4 above, Hispanics have the highest representation in performing operative positions, followed by administrative support. Over the last three fiscal years, Reclamation has seen a decrease of Hispanic representation in the Technicians workforce, while the total workforce for Technicians between fiscal year 2012 and fiscal year 2010 resulted in a net loss of 13 employees. A similar trend exists in the Service Workers category, while the total workforce resulted in a net loss of 2 employees.

Figure 5. Hispanic Representation in Labor Trade Positions

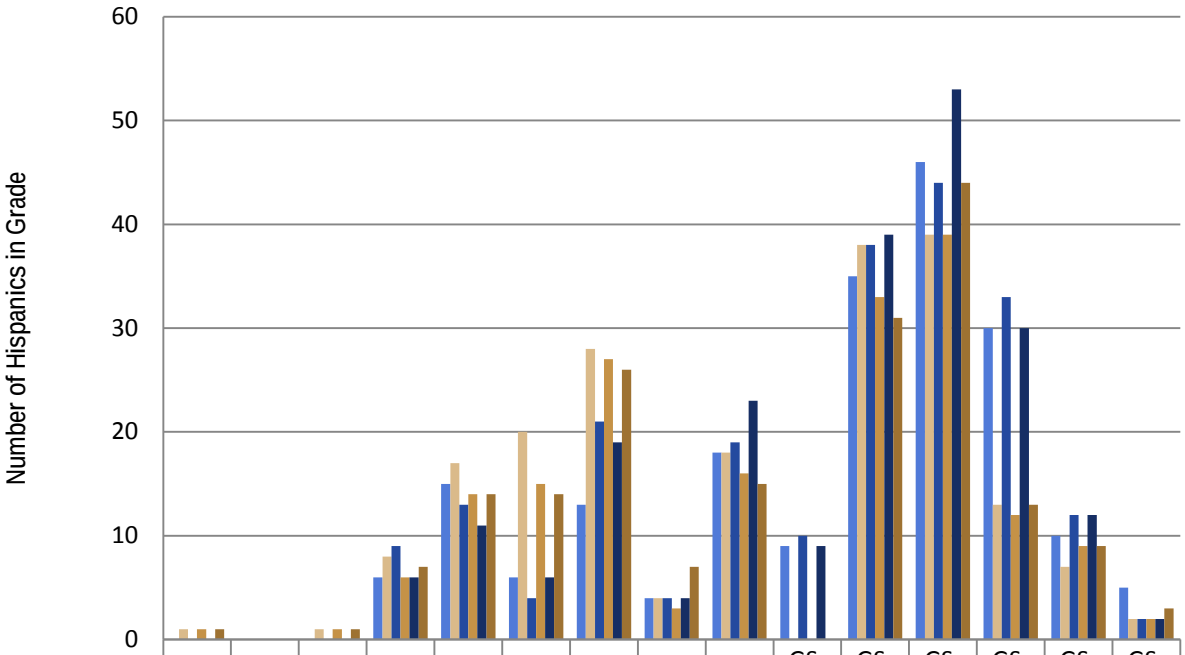


Data Source: MD 715 Data Files utilzing Pay Plan

There is no formal benchmark when comparing Reclamation's labor trade workforce. Although, predominately male, Reclamation's labor trade workforce as a whole exceeds the 2010 NCLF for Hispanics. Reclamation outreach efforts and relationships with labor trade service organizations are slim, but are positively highlighted by the efforts conducted with local high schools to garner interest for Reclamation's labor trade occupations while building a potential pipeline. Figure 5 above represents the Hispanic representation in the labor trade workforce for employees, leads, and supervisors.

Figure 6. Grade Distribution in Permanent Workforce for Hispanics by Gender

[3] The EEOC MD 715 requires data on nine major job categories. Definitions of each are provided in Appendix A. The occupational distribution examines how a particular group is distributed among job groups. A job classification guide can be found here: http://eeoc.gov/employers/eeo1/jobclassguide.pdf



	GS-1	GS-2	GS-3	GS-4	GS-5	GS-6	GS-7	GS-8	GS-9	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15
FY 2010 M				6	15	6	13	4	18	9	35	46	30	10	5
FY 2010 F	1		1	8	17	20	28	4	18		38	39	13	7	2
FY 2011 M				9	13	4	21	4	19	10	38	44	33	12	2
FY 2011 F	1		1	6	14	15	27	3	16		33	39	12	9	2
FY 2012 M				6	11	6	19	4	23	9	39	53	30	12	2
FY 2012 F	1		1	7	14	14	26	7	15		31	44	13	9	3

Data Source: MD 715 Data Files

Figure 6 above demonstrates the distribution of male and female Hispanics across grade levels. The average grade for Reclamation overall is GS-10. Hispanic females have occupied the GS 1 grade and Hispanic males have occupied the GS 10 grade. The break in gender could be a result of the particular occupations at that grade, for example, GS 10 are primarily labor trade positions. Hispanic females are predominately represented in grades GS-3 through GS-9; absent in GS-10 but rise slightly in the higher grades, GS-12 through GS-15; however, the participation rates have steadily decreased in fiscal year 2012 at the higher grades.

Figure 7. Hispanic Representation in the Mission Critical Workforce Occupations

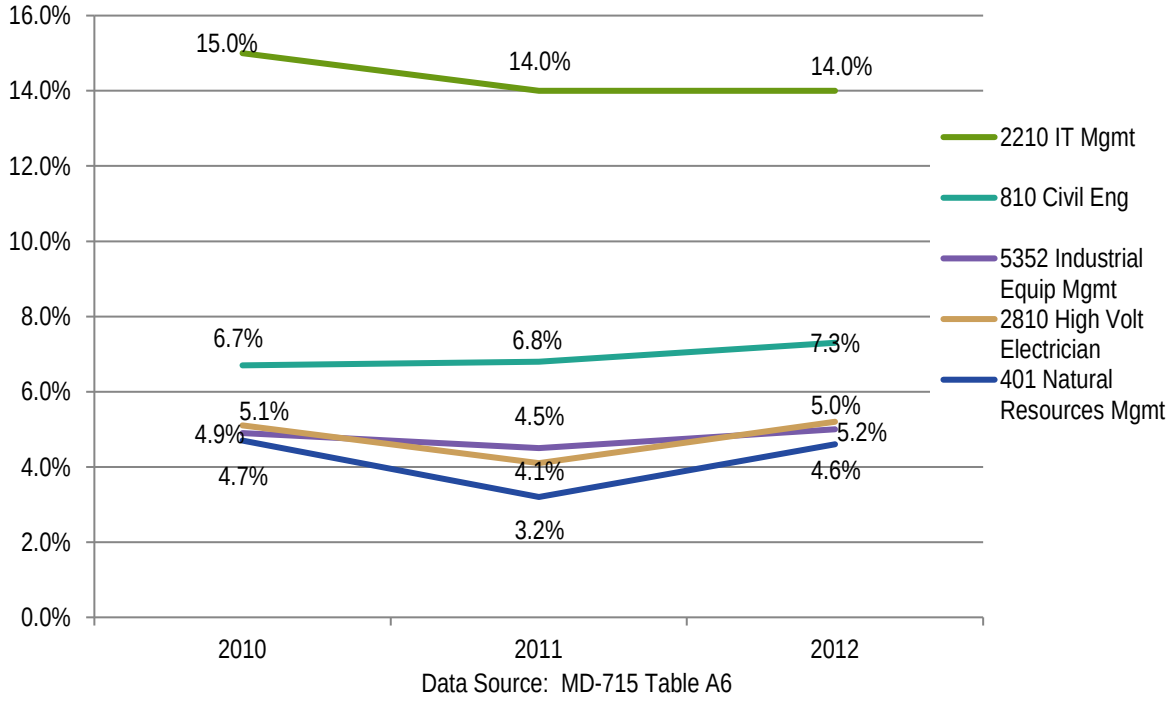


Figure 7 above shows that the highest representation of Hispanics is within Reclamation's 2210 Information Technology Management occupational series, while the lowest representation is 401 Natural Resources Management occupational series.

IV. Hispanic Outreach, Recruitment and Hiring Synopsis

Outreach to Minority Serving Institutions

In fiscal year 2011, the Reclamation Diversity Council requested that a SharePoint Calendar be created in an effort to promote collaboration among outreach and recruitment specialists. A point of contact was established for each region to input respective events into the Recruitment calendar. As of October 25, 2013, the calendar has an entry of 250 events. Of the 250, 15 events were identified as a HSI or Hispanic or Latino Community event. The calendar continues to be a useful tool for event collaboration, as well as a tracking mechanism for use in annual reporting requirements. Several events prior to the implementation of the Recruitment Calendar are worth noting:

- Reclamation attended the Hispanic Association of Colleges and Universities (HACU) 24th Annual Conference held in San Diego, CA in September 2010. Ten contiguous booths representing 5 bureaus conducted targeted recruitment and outreach resulting in 20 diverse hires. (Not all Hispanic hires)
- During fiscal years 2010-2013, Reclamation participated in the HACU National Internship Program with 8 interns participating in internships within the Denver Office and one in LC Region. All 8 interns worked within Reclamation's science, engineering, technology, and mathematics (STEM) related fields, resulting in 1 permanent hire within LC Region.
- Reclamation continues to support the Society of Hispanic Professional Engineers (SHPE) via its engineering workforce. Yuliana Porras-Mendoza, of the Denver Technical Services Center, has been elected as the National Vice President of SHPE. Yuliana also hosted two Junior-level

students from Denver's School of Science and Technology High School for a 10-week internship in 2013. This type of strategic community engagement is outside of what is seen on the Recruitment calendar but is an example of the investment Reclamation is committed to on a local level.

To learn how regions are monitoring and allocating their resources to meet the challenge of increasing Hispanic participation rates, a questionnaire was sent to the HR managers in each region. A section of the questionnaire focused specifically on how the regions apportioned resources to various elements of their affirmative action programs and to Hispanic recruitment in fiscal years 2010, 2011, and 2012. The regions were asked to indicate the use of any special strategies to increase Hispanic recruitment and include quantifiable measurements when appropriate. The following is what was asked in the questionnaire regarding outreach and recruitment efforts:

- resources expended to attract Hispanics under the Federal Equal Opportunity Recruitment Program (FEORP);
- resources spent on direct agency employment programs under the executive orders for Historically Black Colleges and Universities (HBCU), Tribal Colleges and Universities (TCU), and HSIs at the college and university level; and
- resources expended to recruit other minorities.

Responses were received from six out of six regions/offices from which the Task Force solicited information revealed resources expended for Hispanic recruiting activities. That and all other aspects of the Task Force efforts to obtain the solicited information gave us a number of insights into Reclamation regions' Hispanic recruitment program.

Federal agencies are required by specific executive orders to provide special support to the educational programs of HBCU's, TCU's, and HSI's to report annually on their activities in support of the higher educational institutions. The regions were asked how much was expended on direct employment of college-level students under these three executive orders.

Under FEORP, 67 percent (or 4 regions) expended less than $500; 17 percent (or 1 region) expended $1,000 - $5,000; and 17 percent (or 1 region) expended $5,000 and $10,000.

For HSIs, 33 percent (or 2 regions) expended "None"; 50 percent (or 3 regions) expended less than $500; and 17 percent (or 1 region) expended $1,000 - $5,000. For HBCUs, 33 percent (or 2 regions) expended "None"; 33 percent (or 2 regions) expended less than $500, and 33 percent (or 2 regions) expended $1,000 - $5,000. For TCUs, 33 percent (or 2 regions) expended "None"; 50 percent (or 3 regions) expended less than $500; 17 percent (or 1 region) expended $5000-$1000.

Lastly, the regions were also asked the dollars expended for other minority institutions, Asian American and Pacific Islander Serving Institutions (AAPISIs) and Native Hawaiian Serving Institutions (NHSIs), which are not required by executive order but are White Houses initiatives. Fifty percent (or 3 regions) indicated that "None" was spent on AAPISIs and 33 percent (or 2 region) stated less than $500, and 17 percent (or 1 regions) expended $500 - $1000; and for NHSIs, 50 percent (or 3 regions) expended "None;" and 50 percent (or 3 regions) expended less than $500.

Reclamation's manages the Memorandum of Understanding (MOU) between the Department and HACU. Since fiscal year 2007, Reclamation has expended approximately $200,000 in support of this MOU. The overall figure does not comprise M&IE and the salaries of Reclamation employees involved in the HACU efforts nor the dollars spent towards the purchase of promotional items. The dollars

expended has supported HACUs operation through participation at their Annual Conference and has brought Department-wide visibility.

Other dollars expended include grants and cooperative agreement with HSIs. Throughout fiscal years 2010-2012, Reclamation expended approximately $17,872,788 to HSIs. Reclamation does expend dollars to other universities and colleges, however, for the purpose of this report the Task Force reported only HSIs. Table 5 below presents a summary of the expenditures made to HSIs in fiscal years 2010, 2011, and 2012. A discrepancy in the expenditures compared to regions response to the questionnaire may be due to the nature of projects funds were provided versus funds used specifically for outreach and recruitment efforts.

Table 5. Obligations expended on HSIs

Obligations to HSIs	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Reference Year
	$	%	$	%	$	%	
HSI	$2,405,304.00	18.6%	$15,299,417.00	59.1%	$168,067.00	1.5%	▼

Data Source: Denver Acquisition and Assistance Management Division – Policy Note: Obligations include grants and cooperative agreements

Hiring Authorities

Hiring Authorities were put in place for various reasons and at times their purpose is directly seen in the applicable laws, regulations, and guidance giving rise to the specific hiring authority. The Task Force looked specific hiring authorities available. Table 6 below shows the underutilization of these hiring authorities for Hispanics.

Table 6. Permanent Hires of Hispanics Specific Hiring Authorities

Permanent Hires of Hispanics Specific Hiring Authorities	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Reference Year
	Number	%	Number	%	Number	%	
Total Hispanic Hires	32	7.19%	30	7.46%	27	6.4%	▼
Schedule A Hires	1	14.29%	1	16.67%	0	-	▼
VRA Hires	0	-	0	-	1	9.09%	▲

Data Source: MD 715 Data Files utilizing Legal Authority Codes

Student Announcements and Conversions

As shown in the *Utilization of Student Career Educational and Student Temporary Employment Programs to Improve Workforce Diversity* Report, entry level positions prove to be an opportunity to bring on diverse employees into the workforce. As OPM began its implementation of Pathways, utilization of these hiring programs for students decreased. Table 7 on page 21 demonstrates the applications received from potential candidates and their progress through the hiring process as well as conversions made into the permanent workforce. Overall, Hispanics are applying to Reclamation student/entry level positions and progressing through the hiring process, with potential for conversion. The new Pathways regulations may provide obstacles to previous hiring and conversion practices.

Table 7. Application Status of Students via STEP/SCEP/FCIP/Pathways

Application status of Hispanics Students via STEP/SCEP/FCIP/Pathways	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Referenc e Year
	Number	%	Number	%	Number	%	
Applications	84	15.6%	124	14.6%	207	15.5%	▲
Referred	24	29.3%	10	15.2%	12	10.9%	▼
Selected	2	12.5%	8	14.3%	5	7.9%	▼
STEP/SCEP Conversions to Permanent Appointments	6	8.5%	8	15.1%	7	20.0%	▲

Data Source: Monster Analytics and MD 715 Data Files Notes: Data within Monster Analytics is dependent on updates made throughout the hiring process. For example, individual applicant status marked as hired. Conversions are dependent on total student appointments and may not necessarily reflect an individual fiscal years appointments.

Table 8 below presents the hires made within Reclamation's mission critical occupations. Hispanics hires within the 2810 High Voltage Electrician and 5352 Industrial Equipment Mechanic have increased since fiscal year 2010.

Table 8: Permanent Hires of Hispanics by Mission Critical Occupations

Permanent Hires of Hispanics by Occupation	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Reference Year
	Number	%	Number	%	Number	%	
Total Hispanic Hires	32	7.1%	30	7.46%	27	6.4%	▼
General Natural Resources Management (0401)	1	10%	0	-	1	8.33%	▼
Civil Engineering (0810)	3	6.12%	4	7.14%	0	-	▼
Information Technology Management (2210)	1	11.11%	0	-	1	9.09%	▼
High Voltage Electrician (2810)	0	-	2	13.33%	2	6.06%	▲
Industrial Equipment Mechanic (5352)	0	-	0	-	1	5.26%	▲

Data Source: MD 715 Table A6

V. Retention Synopsis

Separations

Reclamation's hires and separation are shown in Table 9 on page 22. The data indicates between fiscal years 2010-12, 89 Hispanics were hired, 61 Hispanics separated from Reclamation resulting in a gain of 30 Hispanics overall.

Table 9. Hires and Separations[4] for Permanent Hispanic Workforce

Hires and Separations of Hispanics	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Reference Year
	Number	%	Number	%	Number	%	
Hires	32	7.1%	30	7.46%	27	6.4%	▼

[4] Separations do not include involuntary separations and retirements, and deaths.

Separations	19	9.7%	32	16.7%	10	5.2%	▼
Net Gain/Loss	13	5.0%	-2	-(1.0%)	17	7.5%	▲

Data Source: MD 715 Data Table A14

Separations are offsetting the limited gains for Hispanic employees. According to the EEOC Report, *Report on the Hispanic Employment Challenge in the Federal Government*, separations have reduced employment gains by 45 percent. There is no definitive study measuring attrition in the federal sector by national origin to determine the causes (indicators) of the turnover affecting Hispanic employment overall. Notwithstanding, lack of advancement opportunities and awards may be contributing to the high attrition for certain historically excluded groups, possibly caused by the stereotypical and cultural misconceptions that negatively impact decisions regarding discipline, evaluations, and advancement. For example, Hispanic and African-American employees receive disproportionately lower amounts of the cash awards and bonuses over $500, as reflected in MD-715 reports reviewed by the EEOC. Anecdotal evidence also suggests that Hispanics are leaving federal service because they do not perceive themselves as advancing in their federal careers and believe that they are being subjected to unlawful discrimination.

Attrition represents a complex organizational challenge for most agencies, and the Work Group responsible for the EEOC Report, recommends that agencies gain better understanding of their workplaces through advisory councils, exit interviews, and climate surveys.

Later within this report, the Task Force discusses exit interviews and regional response to the questionnaire regarding exit interviews.

Questionnaire Results on Reclamations Retention Strategies

Retention starts when the employee is first brought onboard. Initial impressions regarding employment orientation, assignments, performance ratings, working conditions, as well as quality of life issues, all influence whether the employee remains with an employer. For these reasons, it is vital for Reclamation to recognize the value of having a cadre of managers and officials with the right knowledge, skills, and attitude to effectuate a sustained workforce. Moreover, the work environment must be viewed as inclusive and where employees are valued, mentored, recognized and provided with support and opportunities to reach their maximum potential. As a result, Reclamation will be able to reap the benefits of incorporating diverse groups and views into their hierarchy.

For the purposes of gaining a broader understanding of retention strategies used by Reclamation, part of the questionnaire was to take a pulse of how many regions utilized these strategies and if the regions felt these strategies were working. There is no way to confirm that these programs specifically help to retain employees; however, studies show both in the public and private sectors, that these types of programs impact retention overall.

The most frequently used retention strategies used in Reclamation are: on-orientation and on-boarding programs, mentoring programs, training and the use of individual development plans, leadership programs, succession planning, promotions, and recruitment, relocation, and retention incentives. Below are the results of the questionnaire.

Orientation and On-boarding Programs

The regions were asked if they had on-boarding and orientation programs for the following employment segments: New Employees, STEP/SCEP/FCIP, Interns/Recent Graduates/PMF, New Supervisors and Blue Collar/Labor. Table 10 below provides a summary of the responses.

Table 10. Orientation and Onboarding Programs

	Orientation			On-boarding		
	In Place	How long	Frequency	In place	How long	Frequency
New Employees	6 out of 6 (100%)	5 out of 6 (83%) > 5 years 1 out of 6 (17%) 1-2 years	4 out of 6 (67%) Quarterly ------- 2 out of 6 (33%) Intermittently	5 out of 6 (83%)	5 out of 6 (83%) > 5 years	3 out of 6 (50%) Biweekly ------- 2 out of 6 (33%) Quarterly ------- 1 out of 6 (17%) Upon Request
STEP/SCEP/FCIP	3 out of 6 (50%)	4 out of 6 (67%) > 5 years		3 out of 6 (50%)	3 out of 6 (50%) > 5 years	
Interns/RG (Pathways)	4 out of 6 (67%)	1 out of 6 (17%) > 5 years 3 out of 6 (50%) 1-2 years		4 out of 6 (67%)	2 out of 6 (33%) > 5 years 1 out of 6 (17%) 3-4 years 1 out of 6 (17%) 1-2 years	
New Supervisors/Managers	3 out of 6 (50%)	2 out of 6 (33%) > 5 years 1 out of 6 (17%) 3-4 years		3 out of 6 (50%)	3 out of 6 (50%) > 5 years	
Blue Collar/Labor Trade New Employees	3 out of 6 (50%)	3 out of 6 (50%) > 5 years		3 out of 6 (50%)	3 out of 6 (50%) > 5 years	

Data Source: Assessment Questionnaire Note: Frequency refers to all orientation and onboarding programs respectively.

Below is a description of how regions described their orientation and onboarding programs:

- DO/WO stated that on-boarding occurs weekly for all new employees prior to being released to their new organization. Basic information on time, computers, access, security leave, time sheets etc. are provided. Orientation basic information on Human Resources, training, leave, Reclamation history, various organization mission areas, benefits and other topics are discussed. Orientation is dynamic and changes are made as feedback is provided on what employees would like to hear at orientation.
- LC Region stated the onboarding program incorporates the HRO welcoming and swearing in all new employees, and going on to discuss new hire paperwork, payroll schedule, employee express, etc.; later meeting with benefit staff to discuss benefit options and answer any questions. A tour of the Administration building and introduction to their HR Specialist is conducted and any questions are answered by HR Staff; introduction with Credentialing Staff; and all mandatory training is completed. During orientation senior leaders welcome participants, an overview and history of the organization are provided, and presentations by HR, EEO,

Management Services Office (IT, Property, FOIA/PII/Records), Security, IT Security and FMO (GovTrip) are provided.

- PN Region stated currently, the Region does not employ a formal on-boarding program. However, the Region has developed a comprehensive *New Employee Orientation Guide* which is distributed to all new employees. Sessions are held by HR/Administration and respective supervisor. The new employee learns about Reclamation history and mission, benefits, their appointment, time/attendance, intranet resources, etc.
- GP Region stated that their onboarding consists of welcome by Regional or Deputy Director, Reclamation history, Pick-Sloan Project/History, Resources 101, Charge/Travel Cards, Travel Arrangements and Vouchers, Financial and Budget Topics, EEO and ADR, Employee Development and IDP's, Dams 101, Telework, Ethics, Safety, Performance Appraisals, Awards Program, Employee Assistance Program (EAP), Wellness Program, Site visit to a local project or dam; where each topic is facilitated by a departmental Subject Matter Expert. We also utilize our video conferencing equipment (VTC) to our Area Offices and Field Offices to elevate the need and cost of travel. We mail the presentations and handouts on CD's to the VTC participants in advance of the orientation. During orientation a guidebook is provided to a new employee when they start and a one-on-one orientation briefing is conducted by HR in the Regional Office and by the Administrative Staff in the Area/Field Offices. The binder also contains two CD's, one is a Reclamation video, the other is an overview of Reclamation that is too large to justify printing and adding to the NEO binder.
- UC Region stated all HR-related programs and policies are covered in their orientation program as well as regional programs and the work of the region. On-boarding is a quarterly program, usually conducted in the regional office, mainly aimed at new regional office staff. However, the area offices are notified of the scheduling, and we use VTC and call-in to cover those employees.

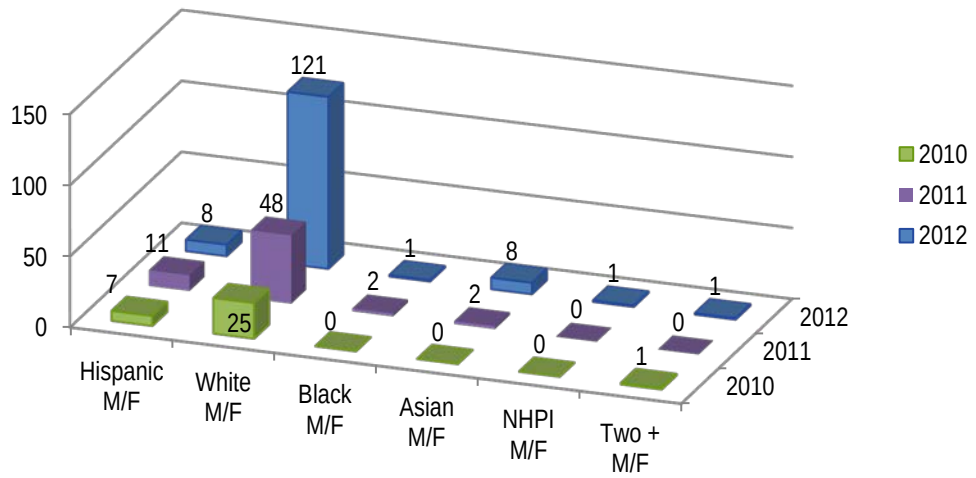
Of the regions that responded, 83 percent (5 regions) indicated that orientation and on-boarding programs help to retain employees in Reclamation. DO/WO was the only region to state that they do not believe that orientation and on-boarding programs help to retain employees, stating that by the time employees exit the agency, the on-boarding process is a distant memory and a non-factor in whether they stay or not. Usually much bigger issues come into play, like promotions, change of locality, life circumstance changes, etc. This mindset may create a trigger upon employees entering the door at Reclamation within the Denver Office. UC Region responded with a "yes" but stated not enough data to support a "yes." This is at the beginning one's career, and a causal link cannot be shown. Our gut feeling is that it is helpful, but we haven't had evidence of employees coming forth, stating that orientation and on-boarding were important in their retention decisions.

Mentoring Programs

Regarding Reclamation's mentoring program, 67 percent (4 regions) indicated they had a mentoring for the following workforce segments: GS 1-4, GS 5-8, GS 9-11, GS 12-15, Blue Collar/Labor Trades. Eight-three percent (5 regions) stated they had a mentoring program for STEP/SCEP/FCIP and Pathways Programs (Interns/Recent Graduates/PMF). Most mentoring programs had been in existence for over five years. Sixty-seven percent (4 regions) indicated mentoring was a component of their respective leadership programs.

The regions were asked to provide the name of mentees/mentors who participated in their programs in order to get participation rates of RNO and gender. In reviewing the RNO and gender, Hispanic representation within various mentoring programs increased in fiscal year 2011 when compared to fiscal year 2010, and decreased in FY 2012 when compared to the previous fiscal years. However, in fiscal year 2012 representation overall was more diverse. Figure 8 below shows the participation rates of various groups involved in mentoring.

Figure 8. Participation Rates of Hispanics Participating in Mentoring Programs



Data Source: Questionnaire and MD 715 Data Files

Below is a description of how the regions described their mentoring program and views on its applicability to retention:

- DO/WO stated their mentoring program is geared to helping employees work with seasoned employees to develop good work habits and see strong leaders in action. They have no way of correlating mentoring to retention. There are too many other variables to consider making a mentoring program a definitive reason for retention.
- LC Region stated mentoring relationships have provided long relationships between employees in the organization; develops a connection to the organization; results in a commitment to the organization.
- The PN Region's Mentoring Program was introduced on June 30, 2008, as part of the Department's Human Capital Strategic Plan and the Region's Leadership Development Program. The goal is for all employees to improve their understanding of Reclamation and to assist with retention in the PN Region.
- GP Region stated its mentoring program: pair mentees to mentors in areas of mentees interest and career goals, builds strong relationships, motivate employees (both mentees and mentors), knowledge transfer, networking opportunities within the region and with subject matter experts, career advice and guidance, and succession planning employee learn more about Reclamation and career opportunities for further career exploration.
- MP Region does not have a mentoring program but stated their objective for fiscal year 2014 is to establish a mentoring program in their region.

- UC Region's mentoring program is not a formal program, in the sense that we don't officially assign mentoring dyads. However, we encourage mentoring on an informal, voluntary basis. Our experience tells us that "setting the acceptable stage" and encouraging this kind of mentoring works well. We have validated this with discussions from time to time. Pathways is an exception where there is a formalized mentor assignment.

Overall, 83 percent (5 regions) stated that mentoring programs helped to retain employees. UC Region stated "most likely" and recent professional research casts some critical views on whether or not the traditional "mentoring" pairs works as well as employees using a variety of senior employees to help them on a long-term basis. When asked if mentoring programs help to retain employees in Denver, Denver was the only response to state "No" stating the question is nebulous, without any way to correlate to fact. It is their "belief" that mentoring is a useful tool how it relates to retention is not quantifiable and would be purely speculative."

Training and Individual Development Plans (IDPs)

Fifty percent (3 regions) indicated IDPs are not a requirement; 50 percent (3 regions) said they were. One hundred percent (6 regions) stated that supervisors review the IDP with their respective employees; however, 50 percent (3 regions) stated the supervisor determines the frequency, 17 percent (1 region) stated biannually; and 33 percent (2 regions) said annually. IDPs are utilized to meet mandatory training as well as to address basic, required, and developmental training needs. Eighty-three percent (5 regions) believe IDPs help to retain employees.

Below is a description of use of IDPs and views on its applicability to retention:

- DO/WO - IDPs are only one of a myriad of considerations employees make in determining their personal career objectives. Life changes, promotions, locations, family responsibilities are all much larger considerations than whether or not an IDP was in place.
- LC Region - Provided the IDP is real, and not just a paper process. The employee needs to be engaged in planning their career path; thus, they need to think realistically of what training they need for not only the immediate need but their future. Through this process it has proven to sustain an employee's development to stay with the organization.
- PN Region - Utilizing IDP's can be an effective tool in employee retention. The creation of a development plan focused on career planning and competency development allows the employee to look at both short and long term goals/objectives. The IDP can also be an effective tool for management in workforce planning and knowledge transfer.
- GP Region - Establishes a 3 year goal for career development and training needs; Assist managers with training and development projections/needs; Assist employees in development of personal and Reclamation opportunities; Opens the minds of employees to what is available through continuing education/technical training/mentor-ship program/on-line courses through DOI University, Graduate School and other resources to obtain their career goals; Helps with succession planning for managers; Opens effective communications between supervisors/mangers/employees; and IDPs help to identify gaps in KSA and assist with developing fill gap solutions.

- MP Region - If used properly. Most IDPs are completed and never monitored or discussed, only to be done again the next year.
- UC Region stated marginally. Again, we know what "tools" we have across a wide spectrum, but to single out one, such as IDP, as contrasted say to a salary increase, it would really be hard to have a valid belief that it affects retention in a measurable way.

Workforce and Succession Planning

This section of the survey asked the regions if they had a workforce plan and a succession plan. One-hundred percent (6 regions) stated they have a succession plan. Below is a description of the regions workforce planning and succession planning initiatives and views on its applicability to retention.

- DO/WO - Each Directorate serviced by the Denver/Washington HR office prepares and maintains its own workforce plan. These are not maintained, monitored or policed by the Human Resources Office. As described above, each Directorate maintains their own, has their own unique experiences and such plans are not maintained by the servicing HR Office in Denver.
- LC Region - A workforce analysis tool has been developed in LC Region for manager/supervisors and Human Resources to see at a glance the positions that may become vacant within the next one-five years. The Offices are tasked with developing an action plan for filling the positions identified in the workforce analysis. In addition, Managers/Supervisors are encouraged to conduct a succession plan during the initialization of performance standards and IDP. LC Region has recently drafted a tool to document that the Managers/Supervisors are conducting workforce/succession planning when recruiting for a vacant position. The purpose of the tool is for the HR Specialist to use with the Manager/Supervisor during the pre-hire consultation process to identify avenues for recruitment with workforce/succession planning in mind. The succession plan process does not identify areas that are not identifiable through emergency medical or unexpected departure of an employee. As an example, the Staffing and Classification and Placement group had 3 HR Assistants, 5 HR Specialist and a Supervisor; non were eligible to retire within the next 3-5 years and because of the multiple positions there was sufficient staffing overlap. Within in 3 months we had 1 HR Assistant, 2 HR Specialist and the Supervisor leave. At this same time, we had 1 HR Specialist go on emergency FMLA, and the other HR Specialist go out on planned maternity leave. We were left with 2 HR Assistants and 1 Specialist. We could not have planned for this large of a void. The only planned absence was the HR Specialist on maternity leave. Succession planning does not capture the unknown. Conversely, it can provide managers/supervisors a systematic process to prepare for future changes due to retirement and the organizational skill gap. The goal is to create an executable plan which addresses the above items.
- PN Region – PN Region is utilizing a workforce planning tool developed by the UC Region. Templates have been developed for employee groups throughout the region which reflect key data on retirement eligibility, the critical nature of the position, knowledge transfer strategies, and the level of difficulty in filling the position. The HR Specialists maintain these lists and use them when consulting with supervisors/managers when vacancies occur. This process allows for the ability to project needs and plan accordingly. The most positive aspect of PN Region's

succession plan's implementation is to provide a road map for the region to identify key positions and prepare a process to ensure continuity when separations occur. This will be invaluable as we experience a continued rise in retirements. Conversely, the challenge moving forward is to create a regional paradigm that taking the time effort to utilize the plan will result in a long term benefit to the region.

- GP Region – GP Region follows Reclamation's Workforce planning initiatives. The Great Plains Region workforce plan almost exclusively operates around the applied budget and mission responsibilities assigned to the region and six area offices. The success that Great Plains has realized over the past five years is rooted in strategic and workforce succession planning. GP Strategy and Success: With a great deal of effort associated with Managing for Excellence (M4E), Great Plains has reduced its FTE numbers by more than 14% since implementation. Great Plains historical contributions in reducing FTE's systematically through programmatic review should serve as a model of workforce management for other Reclamation entities. Great Plains FTE reductions, realized during the first phase M4E process, have resulted in a significant savings to our customers and to the taxpayers while maintaining high standards and responsiveness to our core missions. As a result of self-evaluative initiatives, Great Plains has shown a significant net reduction of staffing over time. In contrast, other bureaus within the Department of Interior have not realized the same reductions in force in conjunction with successful mission execution during the last five years. The tools used to strategically analyze and identify critical vacancies include: Strategic Alignment, Workforce Planning and Deployment, Leadership and Knowledge Management, Talent, Accountability. Planning ahead and identifying cuts and strategic re-alignment to meet organizational needs continues to be critical in the staffing process. Strategic planning eliminated the need to implement any across the board cuts that would impede mission accomplishment or exacerbate technical capability loss associated with workforce realignment. A change-management approach that focused critical workforce structure decision making to the lowest managerial level proved most effective. A combination of best practices associated with the Reclamation program Managing for Excellence (M4E) and the Regional Office vision, provided clear priorities and a process of systematic measurement to empower area managers to make the appropriate staff adjustments. Most recently this process of change-management was implemented in the Nebraska Kansas Area Office and provided a long and short term cost savings that will be reapplied to projects and services. Workforce Planning Philosophy: Great Plains believes that 'right sizing' is a continual, iterative process, and its successful application depends on having clearly articulated strategic goals focused on core capability, cost effective provision of services, high quality data, and consistent business practices. Negative Impacts of a Hiring Freeze: The hiring freeze will negatively impact our core and essential business operations. The Great Plains region has reduced its workforce by more than 14% in the past five years as part of a Reclamation-wide strategic initiative and lost an additional 4% through retirements and departures. The hiring freeze, without waivers or exceptions, will have a negative impact only measureable following core mission delay or below standard execution of essential business operations.
- MP Region - The Regional Director in MP Region established a Workforce & Succession Planning work group to develop a MP Region plan for 2014. MP Region's succession plan is

currently under development, due 09-30-13. MP Region will have to wait to determine the positive and negative aspects of implementing the plan.

- UC Region - Using our variable workforce plan template (used throughout the Bureau) we have a good idea as to the critical jobs that may come vacant in the near future.(retirement date + 3 years is the default forecaster). The positive part of the plan is that we think we know when positions might become vacant, based on prior statistical analyses. The negative part is you just don't know when a specific position may become vacant until it does. Statistical analyses don't reach down to individual positions.

Exit Interviews

The question was asked if exit interviews were conducted whether on-line, paper or face-to-face with Supervisor or Manager, Human Resources or EEO. Sixty-seven percent (4 regions) indicated they conduct exit interviews on-line or paper; 33 percent (2 regions) did not; 67 percent (4 regions) stated No with Supervisor or Manager; 67 percent (4 regions) No with EEO and 100 percent (6 regions) No with Human Resources. Two regions stated they were unsure whether exit interviews took place face-to-face with managers and supervisors or with EEO. Those regions that did conduct an exit interview in the ways outlined above were asked to give a brief synopsis of the results. The responses are as follows:

- DO/WO - Not currently requiring an exit interview.
- LC Region - We have not received the results of the exit interviews as they are managed outside of this Region.
- PN Region - These interviews are conducted on-line by the Department the data generated is not assessable by region.
- GP Region - Exit interviews are offered to employees and they are encouraged to complete the on-line form. Great Plains has not been provided with any data from the on-line exit interviews.
- MP Region - No response
- UC Region - We have not had success in pulling reports on the voluntary exit interview automated system.

Within Reclamation, the use of employee exit interviews is sparse with little or no results to share that may provide insights as why employees, and specifically Hispanics, leave Reclamation. Having said this, a new exit interview online survey has been developed, piloted, and is currently in use. Fiscal year 2014, should return more comprehensive results.

Recruitment, Relocation, Retention (3Rs) Incentives/ Student Loan Repayment

Congress created the 3Rs program to enable the Federal Government to address exceptional needs to recruit, retain, and relocate essential employees for critical positions. Members of Congress have, in the past, expressed concern that agencies do not make sufficient use of the 3Rs to assure the Federal Government has the strongest possible employees to manage the challenging, complex problems that are its responsibility. At the same time, OPM takes great care to make sure agencies use the 3Rs appropriately. On June 10, 2011, the Administration capped growth in awards and the 3Rs. Agencies are expected to ensure prospectively that spending on 3Rs in calendar year 2011 and calendar year 2012, respectively, does not exceed calendar year 2010 levels. Reclamation has in place a Directive Standard to direct offices in the usage of 3Rs.

The Federal student loan repayment program permits agencies to repay Federally insured student loans as a recruitment or retention incentive for candidates or current employees of the agency. The program implements 5 U.S.C. 5379, which authorizes agencies to set up their own student loan repayment programs to attract or retain highly qualified employees.

Table 11. Recruitment, Relocation, Retention and Student Loan Repayments

3Rs Hispanic Recipients	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Referenc e Year
	Number	%	Number	%	Number	%	
Recruitment	-	-	-	-	-	-	-
Relocation	2	28.6%	-	-	-	-	▼
Retention	3	5.4%	2	4.3%	2	5.6%	▲
Student Loan Repayment	2	20%	4	36.4%	2	33.3%	▲

Data Source: Hyperion Datamart Labor Costs reports

Table 11 above illustrates recruitment bonus' have not been given to Hispanics in the past three fiscal years nor relocation bonus' in fiscal years 2011 and 2012; and only 7 Hispanics received retention bonus' and 8 Hispanics received Student Loan Repayments, in the past three fiscal years. This may be a result to the capped growth in awards and budget restrictions.

Other Retention Initiatives

One-hundred percent (6 regions) responded that they pay for professional credentials as well as assisting employees in pursuing higher level education through payment of courses, tuition or books. However, when asked to provide names of individuals who had their professional credentials paid, payment of courses, tuition or books, the information was not readily available, was not maintained by HR, or was maintained by another office. The purpose for obtaining the names was to compare the number of Hispanics receiving this retention incentive to non-Hispanics. Those regions that were able to provide the information responded that 15 percent (or 8) Hispanics received payment in support for higher level education as compared to 85 percent of non-Hispanics. This number may be higher if data was received from all the regions. Reclamation has in place a Directive Standard to direct offices on the payment for professional credentials.

Other retention initiatives being utilized:

- Student Loans, Superior Qualifications (DO/WO)
- Superior Qualifications and Service Credit for Annual Leave (LC Region)
- The commitment to professional development at all levels of the organization. These include a 4 phase leadership development program, IDP/career planning courses, and providing professional development courses to employees through VTC/webinar to increase the availability at field offices and facilities (PN Region)
- Great Plains has designed and implemented a comprehensive leadership and career development program, the Career Development Continuum, targeting employees throughout the organization. The program courses include New Employee Orientation, Career Employee Workshop (< 3 years of government service), Career Path (5 >years of government service), and Leadership Mastery (aspiring leaders and supervisors). The curriculum includes personal development, leadership development, and information to provide a better understanding of Reclamation's mission and programs. A partnership has been developed with a leadership consultant who provides instruction in key competencies from a Reclamation perspective. An upcoming class

will be conducted remotely from the regional office and delivered to area offices utilizing VTC, with the leadership consultant traveling to the respective offices instead of the students travelling to one location. This is a creative and effective way to provide the coursework with minimal travel expenses. (GP Region)

- We previously used the student loan repayment program; however delegation was taken from the Regions and their managers/supervisors are not willing to go to Denver for permission (MP Region)
- Student loans with service agreements; offering travel and relocation expenses in the service agreements; flexi-work; telework; transit passes, and a positive receptive management and leadership environment within the Region. Part of this is extensive leadership training opportunities at all levels within the organization. (UC Region)

Best Practices

The last question asked of the regions was to share best practices. Below are the results:

- DO/WO - Feedback on the survey included here as the survey does not provide another text area for comments: a) The survey provided addressed little "Hispanic-specific" programmatic inquiries; b) The survey assumed that the HR Office was the "keeper of the budget" for several Directorates in the questions on Outreach and Recruitment. The response may have severely under-estimated what was actually spent on those initiatives but do not have access to the budgets and expenditures of each Executive for verification. Accordingly, estimates of specific expenditures are a "best guess."
- LC Region - Diversity outreach and special emphasis is managed by our EEO Office. The Human Resources Office and EEO work closely together to identify recruitment and outreach sources; we partner with the Diversity Advocate Team - who are our champions for conducting outreach; we have developed a 1/2 day workshop with the Department of Veteran Affairs and Department of Rehabilitation for the State of Nevada, to educate them on our organization, our positions, and the job application process - these are the types of programs we partner with the EEO Office to achieve our under-representation goals.
- PN Region - Creating processes that involve managers and supervisors who the key to level of success attained.
- GP Region - **Good Business Practice**: The Learning Office has taken the lead in establishing a relationship with DOI University to bring a variety of courses to Billings, MT, which provides other agency employees, as well as Reclamation employees, the opportunity to attend local courses. This practice reduces the cost per person by having other agencies cost-share the course, and reduces Reclamation employee travel expenses. (GP Region)
- Best Practice: The region has embraced alternative learning methods, such as on-line, digital versatile disc, and VTC delivery of courses, allowing employees located in remote offices access to a variety of training opportunities from a number of delivery platforms, and providing a cost reduction in travel. **Best Practice**: The Career Development Continuum program provides leadership development opportunities to employees at all levels in the organization. The curriculum includes personal development, leadership development, and information to provide a better understanding of the bureau's mission and programs. **Best Practice**: The GP Region has an extremely informative and useful performance section on the HR Web page on the intranet site, which contains a wide variety of information including a copy of the Department's Performance Appraisal Handbook; the GP Region's annual guidance on closing out and establishing performance plans; the Regional Director's performance elements; and GPRA goals, links to resources, and sample critical elements organized by series. Prior to processing EPAPs, HR reviews every employee within the GP Region to ensure conformance with policies and

regulations and provides feedback to supervisors and managers regarding the contents of the plan(s). In situations requiring additional information and/or correction, the HR Office provides the applicable reference and page numbers, as well as a helpful checklist to assist supervisors in making modifications of the plan for resubmission of the closeout EPAP. **Best Practice**: The HR Office has developed an extensive library of sample critical elements (by series), which were created to assist supervisors in developing strong EPAPs for employees. These sample elements are available on the HR Web page on the intranet. **Best Practice:** The GP Region uses a relational database to track DI-31OOS, DI-3100, and DI-451 (Recommendation and Approval of Awards) forms to record the quality assessment of the documents evaluated annually. Typically when the rating period closes out, HR specialists review the EPAPs to determine if the document is ready for acceptance/processing, or returned to the supervisor for correction. The database can also be incrementally populated as EPAPs are received and is extremely flexible once numeric ratings have been entered, allowing HR to conduct various data studies (e.g., reporting, award, performance distribution calculations, etc.). **Best Business Practice**: A GP Region Employee Relations Specialist developed the "Guide to Writing Performance Standards", which was used in the delivery of multiple performance management workshops to all managers and supervisors across Reclamation and was adopted and incorporated in the mandatory on-line performance management training modules in DOI Learn. **Good Business Practice**: The review team cites the GP Region's use of a separate Access database to track and maintain data related to the OPM 80-day hiring model. The GP Region recently started using the Workforce Transformation and Tracking System (WTTS) which will track data Reclamation-wide when fully implemented and used in all regions. While working towards full implementation and in an effort to ensure the information input into and maintained within WTTS for the region is accurate, the GP Region's use of a parallel method to track hiring model data is commendable.

- MP Region - No response
- UC Region - None

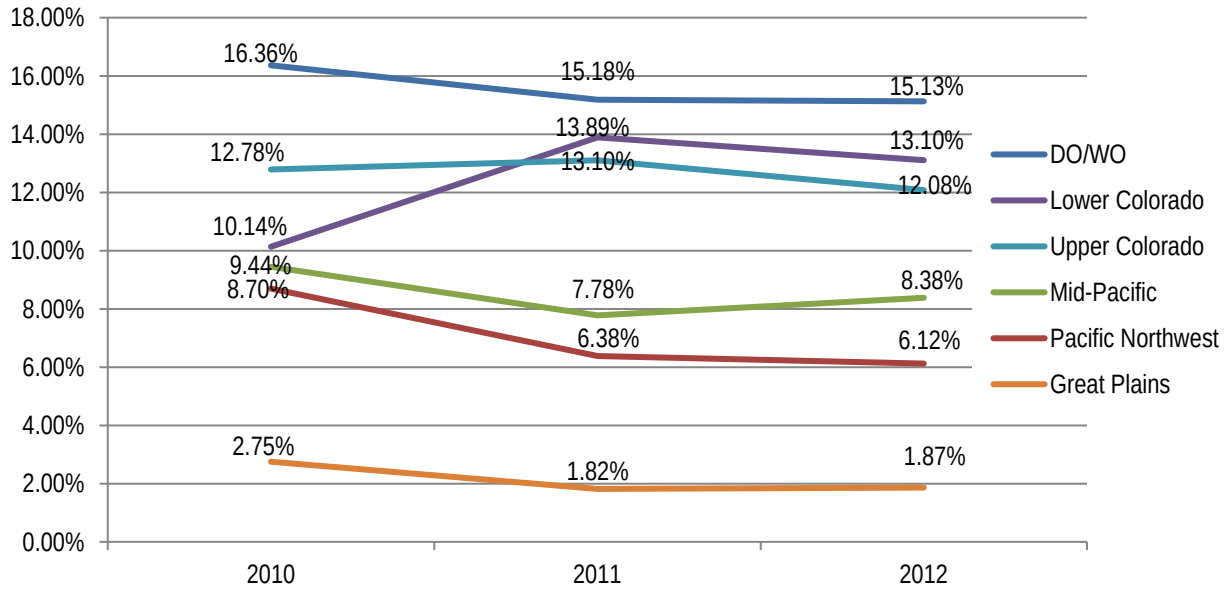
VI. Leadership Development Synopsis

The Task Force assessed Reclamation’s representation of Hispanics in leadership positions, leadership development programs, and leadership vacancy announcement data for fiscal years 2010-12.

In May 2008, the EEOC in partnership with Social Security Administration created a Federal Hispanic Work Group. The work group was directed to examine concerns about federal sector employment that included hiring and leadership development, among other topics. They prepared a report on their findings. Some of their findings resonate with the Reclamation data conducted by this Task Force. Some highlights of their studies are listed below.

EEOC’s report states that 13 percent of Hispanics hold a bachelor’s degree or higher; furthermore, 811,000 Hispanics age 25 years and older had advanced degrees in 2006 (e.g., masters, professional, and doctorate). Although represented in a wide variety of positions, less than one in five (17 percent) works in a managerial, professional, and related occupations.

Figure 9. Percentage of Hispanics in Leadership Positions



Data Source: MD 715 Data Files utilzing supervisory status

Figure 9 above reflects percentages of Hispanics within regions/offices from fiscal years 2010-2012. The figure shows a decline in PN Hispanic leadership representation from 8.7 percent to 6.1 percent in fiscal year 2012. LC Region showed a sharp increase from fiscal year 2010 to 2011 then tapered off to its fiscal year 2012, 13.1 percent representation.

The Department's vision of obtaining a highly skilled workforce that is a reflection of the diversity of the Nation has included inclusive strategies to use multiple cultural backgrounds as tools for competition and workforce development. This was adopted in part through the use of Reclamation's Pre-Recruitment Consultation D&S. Differences in background, thought, education, and experience contribute to the varied perspectives in the workplace and create dynamism for higher performance and success in achieving mission goals.

The D&S on Pre-Recruitment Consultations (HRM 04-04) requires HR and EEO/diversity professionals to consult with hiring officials prior to any recruitment activity for purposes of determining the most advantageous outreach and recruitment strategies that will lead to an increase in the number of qualified applicants from diverse demographic groups. In spite of its implementation, Hispanic representation in leadership positions has not increased.

Vacancy Announcements

The Task Force reviewed delegated examining and merit promotion Supervisory/Managerial/Leader vacancy announcements. Data was collected using Monster Analytics in order to review the numbers of Hispanics applying, qualifying, and selected by region/office. Table 12 below represents the results.

Table 12. Vacancy Announcements at the GS-12 and -13 Grade Levels

Region/Office	# of Vacancies 2010	Hispanic Hires	# of Vacancies 2011	Hispanic Hires	# of Vacancies 2012	Hispanic Hires
PN Region	2	2	-	-	2	2
MP Region	-	-	-	-	3	3

LC Region	3	3	3	3	1	1
UC Region	3	3	-	-	1	1
GP Region	-	-	-	-	-	-
DO/WO	1	1	2	2	1	1
Total: 24	11	11	5	5	8	8

Data Source: Monster Analytics Note that in FY 2010 data was not consistently collected throughout the year as a result of a new form.

Table 13 below represents the overall results for Hispanics for all announcements including DEU. No Hispanics were hired under the DEU announcements for Leadership positions from 2010-2012. Only one Hispanic female was referred in 2010, otherwise, no Hispanic referrals were made on DEU certificates. Although applications are being received from Hispanics, as reflected in Table 12, Hispanics are not being referred. Additional review would be required to determine the barrier for non-referral of Hispanics.

Table 13. Announcement Results of Hispanics throughout the application process

Application status of Hispanics	FY 2010 * Reference Year		FY 2011		FY 2012		Trend * Based against Reference Year
	Number	%	Number	%	Number	%	
Applications	126	6.8%	207	7.1%	268	8.2%	▲
Referred	14	7.3%	9	4.6%	13	6.8%	▼
Selected	11	9.1%	5	3.4%	8	6.2%	▼
DEU - Applications	64	6.5%	39	5.7%	33	6.2%	▼
DEU - Referred	1	2.6%	-	-	-	-	▼
DEU - Selected	-	-	-	-	-	-	-

Data Source: Monster Analytics Note that in FY 2010 data was not consistently collected throughout the year as a result of a new form.

The use of LDPs among Reclamation's region and offices is vital to the career development of its employees. Each Reclamation office and region offered LDPs with several different variations; some took advantage of formal training programs offered outside of Reclamation. Most Regions LDP programs have Review Committees who review candidates through an extensive application process for their LDP. The Task Force reviewed the LDP programs offered throughout Reclamation to determine the opportunities they offered and participation rates of Hispanics in these programs. The table shown above lists the different LDPs offered throughout Reclamation's regions and offices. The information was collected from training officers. The Table 14 on page 36 demonstrates the low participation rates by Hispanic employees in LDPs as compared to non-Hispanic employees.

Table 14. Reclamation/Regional Leader Programs

Region	Title of Leader Program	Criteria Used to Select Candidates	Results
Denver/WO	Leadership Development Program (Pilot)	Competitive; open to permanent, Washington/Denver Office employees in grades GS-13/14; supervisory recommendation; funding centralized	2013: 15 participants; 1 Hispanic; (3 advancements – 0 Hispanic)
Great Plains	Career Path Workshop Leadership Mastery Workshop	Non-competitive open to non-supervisory employees with 5 or more years of service, at any grade level w/supervisory recommendation. Non-competitive open to supervisors and non-supervisory employees with 5 plus years of service at any grade level, with supervisory recommendation. Supervisory employees must have completed the 40-hour Supervisory Level 1	2011: 29 participants; 0 Hispanics (0 advancements) 2012: 36 participants; 2 Hispanics (1 Male-1 Female; 0 advancements) 2011: 10 participants; 0 Hispanics
Lower Colorado	Leadership Development Program (LDP) Level I, II	Level I-A Split into two six-month parts (LDP I - A & B). Programs open to permanent employees, at any grade level with supervisory approval. Entrance to LDP I - B requires completion of LDP I - A or supervisor, with supervisory approval. LDP II: 12-month program that picks up from the previous level. Requires completion of LDP I - A & B or supervisor, with supervisory approval.	IA-2010: 12 Participants; (6 Hispanic 4 Males; 2 Females) II-2011: 21 Participants (0 Hispanics) IA-2012: 74 Participants (6 Hispanics; 3 Males; 3 Females)
Mid-Pacific	Aspiring Leaders Program	First year for this program in 2012. Open to all non-supervisory employees; requires application process for employees; selection made by Review Committee; 5-6 month duration.	2012: 20 Participants; (6 Hispanics 4 Females, 2 Males)
Pacific Northwest	Aspiring Leaders Program	All non-supervisory GS-7-GS-13 and Bargaining Board members; requires Level 4 or above performance rating; first and second level supervisor and Board of Director's member endorsement; Regional-sponsored funding.	2010: 16 Participants (1-Hispanic Female) 2011: 20 Participants (1-Hispanic Female)
Upper Colorado	Utah Leadership Program Rocky Mountain Leadership Program New Mexico Leadership Program		2010: 1 Participant (0-Hispanic) 2012: 3 Participants (0-Hispanic) 2013: 5 Participants (0-Hispanic) 2012: 1 Participants (0-Hispanic) 2012: 1 Participant (1-Hispanic)
Reclamation	Reclamation Leadership Development Program	Competitive; open to permanent employees grades GS-13/14 who possess one year supervisory experience; supervisory recommendation	2011: 7 participants; 1 Hispanic; (1 advancement-not Hispanic)

In reviewing the curriculum of the Regions' individual leadership development programs; each offered participants the opportunity to learn leadership methodologies, concepts, and ideas yet none really

connected to progressive career development. The exception is the Reclamation Leadership Development Program (RLDP).

The only formal leadership program by Reclamation that offers opportunity for career advancement for its graduating participants is the RLDP. That program limits enrollment to current GS-13-14 graded employees, or equivalent, with one year of supervisory experience. To increase the number of Hispanic representation within our leadership, feeder candidate pools need to be established in order to create opportunities for Hispanics. The EEOC Report found that where a group has a low participation rate in the feeder grade/candidate pool, there is a strong likelihood that the group will be absent or have a low participation rate in the next higher grade. The numbers of Hispanics need to increase within these pools. The use of Leadership programs provide Hispanics with the necessary skills to advance and prepare them to compete for SES positions. Regions and offices should still continue to select individuals for these programs in a fair and equitable manner, but ensure that it be inclusive and reflective of the workforce. In 2011, seven employees participated in the RLDP only one of which was Hispanic. Advancement of one employee was made, they were not Hispanic.

Similar data was reviewed in May 2012 by the Reclamation Diversity Council for a study titled Low Participation Rates in Higher-Graded Positions. The purpose of that study was to determine root causes of the lack of diversity representation among higher-graded positions, GS-12-15. This study reviewed RNO and gender categories during FY 09-10, and found that while all RNO and gender categories were represented, a need existed for increased participation by non-white employees.

Mentoring Programs

The use of mentoring programs within an organization provides substantial benefits to the organization, Mentors and Mentees. Those benefits include, but are not limited to encouraging retention, potentially reducing turnover costs, enhancing the professional development of employees, supporting a diverse and inclusive workforce by establishing relationships among all employees. The task force queried the Regions and offices to determine their use of and value derived from Mentoring Programs. As commented in the questionnaire, there was no quantifiable data that could be used to illustrate the value derived from the use of a Mentoring Program, but many Regions have adopted Mentoring Programs with favorable results. Four of the responding regions indicated that Mentoring Programs helped to retain employees. The majority of Regions offered Mentoring Programs, and three of the responding regions included a Mentoring component in their LDPs. The regions, who adopted a program, had them in place for three or more years.

In December 2010, the DO/WO and GP Region piloted the Career Mentoring Program and formalized the program in July 2012 into the Reclamation Career Mentoring Program. The Program is designed to involve employees not only in their own personal growth and development, but also in growth and development of the organization. The formal support is comprehensive and includes a facilitated matching process, formal mentoring training, an established tracking system, and clearly defined goals for measuring success. Starting with 17 pairs in December 2010, by December 2011 at the end of the program, 13 active pairs were participating. An end of program survey was completed by 26 of the active participants, receiving favorable responses from participants.

Despite CLF data that indicates Hispanics high representation, numbers in leadership positions remain status quo, there has been no significant increase over the last three years.

Applicant numbers for delegated examining managerial/leadership announcements indicate that Hispanics are applying, but not qualifying for DE positions;

The following recommendations are made in order to address the barriers related to the lack of Hispanics within Reclamation's leadership:

- Establish feeder programs to the RLDP to assist in increasing the number of Hispanic representation within Reclamation's leadership.
- Create a link under Reclamation's website with information related to leadership development, hiring, training, and mentoring.
- Establish LDPs that will provide automatic, guaranteed pay raises for those who complete LDPs.
- Outreach and provide training for applicants on USAJOBS.gov application process, with an understanding on job qualifications and documentation needed to complete an application package.

VII. Role of the Hispanic Employment Program Manager (HEPM)

The primary role of the HEPM is to advise senior managers on matters of recruitment, hiring, retention, and advancement of Hispanic employees. In order to do so, the HEPM identifies potential discriminatory practices insofar as they affect Hispanic employees and applicants and monitors workforce data for areas of low participation or underutilization of Hispanics.

Moreover, applying MD-715 principles, the HEPM evaluates policies and practices to assess their effect upon Hispanic employment and recommends changes to managers to eliminate known barriers and inequitable policies and practices. In addition, to achieve his or her objectives, the HEPM must, among other things, collaborate with HR and outreach professionals to develop recruitment and succession planning goals and form partnerships and working relationships with external Hispanic organizations and the community.

The goals for an HEPM are:

- improve employment and advancement opportunities for Hispanics in the Federal service;
- identify systemic barriers to opportunity for Hispanics;
- monitor agency progress in eliminating discrimination and adverse impact on Hispanics and agency programs;
- seek ways to help Hispanics advance by using their skills more fully; and
- educate Federal employees and managers about the extent of various forms of discrimination within Federal service.

The HEPM accomplishes these goals by:

- keeping managers and key personnel aware of program goals, objectives and accomplishments
- being an liaison between recruiter and organizations who can assist in recruitment efforts and activities;

- developing and maintaining positive working relationships with community, professional and national organizations, and colleges and universities;
- publizing program goals and objectives and successful initiatives;
- reviewing identified triggers and determine the policy and practices or procedures affected by the trigger; and
- prioritizing the identified policies, practices, or procedure (high, medium, low) in light of impact on opportunity; and selecting those which are high impact and achievable in light of organizational climate and situation.

To the extent possible, utilizing the HEPM to assist with Reclamation's workforce planning and diversity and inclusion initiatives is imperative to achieve mission goals, to increase and maintain high participation rates of Hispanics at all levels of the organization, and eliminate barriers that may lead to discrimination in order to have a diverse and inclusive workplace.

VIII. Hispanic Government-wide Efforts

On May 21, 2008, the Hispanic Work Group in their report to EEOC made the following recommendations to EEOC in regards to recruitment, hiring, retention, leadership development, and accountability:

<u>Recruitment</u>

1. The EEOC, in partnership with other federal agencies, should develop a Hispanic Media Outreach Strategy and branding tool to assist agencies in marketing various types of federal employment.
2. Agencies and the EEOC should coordinate with the OPM to increase the visibility of federal service at Hispanic Serving Institutions.
3. Agencies should develop targeted recruitment campaigns at Hispanic Serving Institutions and Hispanic organizations at colleges and universities, and utilize the Presidential Management Fellows Program.
4. Agencies should regularly hold Hispanic Outreach Advisory Forums where they interface with external Hispanic organizations and the community to obtain feedback and advice on the effectiveness of Government recruiting and outreach efforts to Hispanics.
5. Agencies should establish a consortium of federal agencies whose mission-critical occupations include science, technology, engineering, and mathematics (STEM) to coordinate recruitment efforts and work with private sector and not-for-profit organizations to develop better recruitment strategies.

<u>Hiring</u>

1. Agencies should create a system of pay incentives where language requirements exist for mission-critical positions.
2. Agencies should better utilize intern programs for Hispanic students. ***(Reclamation is doing via HACU)***
3. Agencies should re-advertise positions when the Best Qualified list lacks diversity.

4. Agencies should hire Hispanics with targeted disabilities through Schedule A and Hispanic veterans. ***(Reclamation is doing)***

Retention

1. Agencies should determine whether a pattern exists for voluntary and involuntary separations of Hispanic employees and require exit interviews of all employees. ***(Reclamation is doing with revised on-line exit interview)***
2. Agencies should increase focus on developing well-qualified candidate pools through broad-based initiatives and make this part of their succession planning.
3. Agencies should create advisory councils that provide feedback regarding the work environment for Hispanics, and other historically excluded groups, and foster inclusion as critical to accomplishing the agencies' missions.
4. Agencies should conduct employee opinion (EEO climate) surveys and 360-degree evaluations, and recognize supervisors and managers who are successful with strategic EEO.

Leadership Development

1. The EEOC should create a government-wide mentoring program through which Senior Level Officials mentor GS-15s and GS-14s.
2. Agencies should increase the number of Hispanics selected for agency leadership and management training, as well as detail assignments to prepare them for career advancement.
3. Agencies should examine the employment information of employees at regular intervals to determine promotion potential for mission-critical occupations as part of succession planning.
4. Agencies should include Hispanics and/or EEO practitioners on the selection panels for GS-14, GS-15, and SES positions. ***(Reclamation is doing)***
5. Agencies and OPM should conduct 5- and 10-year trend analysis of participation rates by race, national origin, and sex for government-sponsored leadership development programs.

Role of the Hispanic Employment Program Manager

1. EEOC should coordinate with agencies to create a government-wide Director of Hispanic Employment Programs position.
2. Agencies should have full-time HEPM positions to address Hispanic employment initiatives and programs, grade these positions commensurate with the work performed. ***(Reclamation has a collateral-duty HEPM)***
3. Adequately fund the programs and ensure access to, at a minimum, the Assistant or Deputy Assistant Secretary level officials. Reclamation has started on this path through their MD-715 Plan by assigning a HEPM; however, this position is collateral-duty at this time.

Accountability

1. Agencies should establish periodic meetings between agency heads and top management officials where EEO goals and accomplishments are discussed and emphasized as required by MD-715. ***(Reclamation is doing)***

2. Agencies should include EEO/diversity requirements as a critical element in the performance plans of all managers and supervisors. ***(Reclamation is doing)***
3. EEO/Civil Rights officials or designees should be involved in reviewing/concurring in the EEO element for hiring officials, particularly for GS-14, GS-15, and SES level managers and supervisors. ***(Reclamation is doing)***
4. Agencies should include EEO/Civil Rights officials or designees in reviewing best qualified or qualified certificates prior to issuance.
5. Agencies should provide a process whereby EEO/Civil Rights Offices are involved in drafting strategic plans, workforce plans, and succession plans. ***(Reclamation is doing)***

As mention in the section "About the Hispanic Employment Program," a Hispanic Council on Federal Employment was created on February 11, 2011, in accordance with the Federal Advisory Committee Act. The Council's Charter (HCFE) was renewed for two more years on March 21, 2013. The Hispanic Council on Federal Employment was tasked to implement the EEOC recommendations.

In December 2011, the Council provided three sets of recommendations regarding accountability, student employment and strategic communications. OPM's Office of Diversity and Inclusion (ODI) developed a 12-month action plan to track progress and implement those recommendations with feedback from the HCFE. Below is information about the implementation efforts:[5]

<u>Accountability</u>

The HCFE Accountability work group developed a Hispanic Accountability Model that helps agencies analyze various parts of the hiring process from recruitment through selection to determine where barriers may exist. In order to implement this model, agencies must be able to analyze applicant flow data related to an applicant's race, ethnicity, and sex. Accordingly, OPM's USA Staffing developed business tools for agency customers to provide them with access to this data after the hiring process has been completed.

In addition, the Chief Human Capital Officer (CHCO) Council created a Hispanic Work Group to assist the CHCOs with implementation of the HCFE's recommendations. The CHCOs have also designated a CHCO and Deputy CHCO to serve as liaisons between the CHCO Council and the HCFE.

In FY 2012, ODI held "Feedback Assistance Roundtables" with 57 agencies to discuss progress on the implementation of the agency-specific Diversity and Inclusion (D&I) Strategic Plans, to include efforts related to Hispanic employment. During these feedback sessions, ODI discussed progress and provided guidance to each agency regarding their Hispanic recruitment, hiring, retention and development; provided information about the "D&I Dashboard;" and shared information about the New IQ (Inclusion Quotient), a training developed by ODI, in partnership with the Department of Veterans Affairs, to help agencies develop more inclusive cultures within their workplaces.

Reclamation is doing some of the recommendations the Hispanic Work Group made to EEOC e.g., use of the Pathways Program, providing internships opportunities to utilizing HACU Internship Program some that are Hispanic Serving Institutions (HSIs), improving its exit interview process, appointed a

[5] Accomplishments were reported from OPM to the President in the "*Twelfth Annual Report to the President on Hispanic Employment in the Federal Government*" issued in September 2013.

collateral-duty HEPM, meets periodically with the Commissioner to discuss EEO and affirmative employment program goals and accomplishments, has a critical element in place in the performance plans of all managers and supervisors, and has included the Civil Rights Managers in selection/interview panels.

X. Conclusion

Reclamation, like all other agencies, is responsible for improving its efforts to recruit, hire, and retain not only Hispanics, but all groups. In doing so, how does Reclamation accomplish this without knowing where they have been and where they are today? Revitalizing the Special Emphasis Program and appointing a collateral-duty HEPM and was the first step. Secondly, conducting this assessment on various employment characteristics helped Reclamation move forward in its continued efforts to recruit, hire, and retain Hispanics at all levels of the organization. Where work is needed, Reclamation will address the needs through MD-715 planned activities in 2014 and beyond, and report on its accomplishments through the MD-715 Plan Update, and the FEORP and Minority Serving Institutions reports. Conducting this assessment shows the Department, the EEOC, the OPM, and the President, Reclamation's commitment to sustaining a diverse and inclusive workplace, and provides a pathway to address any identified barriers to Reclamation's Hispanic employment challenges and initiatives as well as highlight best efforts**.**

As shown in this assessment, Reclamation compared to its sister bureaus and other Federal agencies, is doing quite well in many of the employment characteristics that the Task Force assessed, with the exception of leadership positions, increasing the grade levels of Hispanic females and increasing the participations rates of Hispanics in the GP Region. Due to the geographic location of the GP Region and its areas offices, this continues to pose a great challenge of hiring and retaining Hispanics. Reclamation is making every effort to carrying out some of the recommendations the Hispanic Work Group made to EEOC e.g., use of the Pathways Program, providing internships opportunities to utilizing HACU Internship Program some students come from HSIs, improving its exit interview process, appointed a collateral-duty HEPM, meets periodically with the Commissioner (Agency Head) to discuss EEO and affirmative employment program goals and accomplishments, has a critical element in place in the performance plans of all managers and supervisors, and has included Reclamation's Civil Rights Manager in selection/interview panels.

One thing to note, it appears that information tracking the major aspects of regions' Hispanic program activities is not readily available and is difficult to assemble. In most regions, responsibility for Hispanic program activities is dispersed within region and information that might be useful in managing a Reclamation-wise recruitment program is not centrally maintained. In addition, many of the recruiting activities for targeted populations are handled by the regions' HR staffs, which are organizationally isolated from the EEO office so the outreach and recruiting efforts are not necessarily coordinated with other aspects of the regions' diversity programs.

The lack of readily available information at the Reclamation headquarters level suggests that the success of Hispanic employment programs is not being closely monitored by Reclamation's leadership. It is

important to note in fiscal year 2012, Reclamation appointed Special Emphasis Program Managers at the headquarters level, one being the HEPM. In fiscal year 2013, goals and planned activities were included the MD-715 Plan, this assessment being one of the planned activities. Having a HEPM may improve the monitoring of HEP activities overall.

Hispanics constitute the fastest growing segment of the United States population. More than half of the growth in the total population between 2000 and 2010 was due to the increase in the Hispanic population. Currently Hispanics make up 16 percent of the U.S. population yet Hispanic employment has slowly increased to 8 percent during 10-year span and as of 2012 the percent rose slightly from 8.1 percent to 8.2 percent. The Federal government still faces challenges with regard to the full employment of Hispanics as they constitute 8.1 percent of the Federal workforce comprising 13.6 of the CLF.

More than three-quarters of Hispanics live in the West or South. Hispanics accounted for 29 percent of the population in the West. For Reclamation this is a plus as it serves the 17 Western states with California and Texas having the highest population of Hispanics 27.8 percent and 18.7 percent, respectively. Lastly a large number (61 percent as of 2008) of all Federal employees will be eligible for retirement. As the present population of Federal employees decreases, there exists within the Hispanic community a potential pool of eligible talent to fill those slots and given that Hispanic population 25 and over had a bachelor's degree or higher and are taking interest in science, technology, engineering, and management. These professions are the wave of the future. It is also important to note with the decrease of government budgets, the Federal government as well as Reclamation will have to balance out where their resources will be directed.

In closing, the Task Group has identified both positive and negative triggers and has provided assessment recommendations to consider.

Definitions

Administrative Support Workers. Includes all clerical-type work regard-less of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.

Applicant Flow Data. Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

Barrier. An agency policy, principle, practice or condition that limits or tend to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.

Agency. All executive departments, establishments, and agencies of the federal government.
Craft Workers (skilled). Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors and tailoresses, arts occupations, handpainters, coaters, bakers, decorating occupations, and kindred workers.

Hispanic. Hispanic origin can be viewed as the heritage, nationality group, lineage, or country of birth of the person or the person's parents or ancestors before their arrival in the United States. People who identify their origin as Hispanic, Latino or Spanish may be of any race. Hispanic refers to a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

Hispanic Serving Institutions (HSI). The Higher Education Act of 1965, as amended, 20 U.S.C. §§1101-1103g, defines a HSI as: "an institution of higher education that—(A) is an eligible institution; and (B) has an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic students at the end of the award year immediately preceding the date of application. In order to be eligible for grants under the HSI program, each college and university attested that it met the HEA's definition of a Hispanic-serving institution and self-certified that it met the conditions of eligibility.

Inclusion. A culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity throughout the organization so that all individuals are able to participate and contribute to their full potential.

Federal Advisory Committee Act. Is a United States federal law (Pub.L. 92–463, dated October 6, 1972), which governs the behavior of federal advisory committees. The Federal Advisory Committee Act defines advisory committee as "any committee, board, commission, council, conference, panel, task force, or other similar group" that dispenses "advice or recommendations" to the President of the United

States, and excludes bodies that also exercise operational functions. They are provisional bodies and have the advantage of being able to circumvent bureaucracy and collect a range of opinions.

Federal Equal Employment Opportunity Program (FEORP). The FEORP is an important recruiting initiative designed to eliminate underrepresentation of minorities and women in the Federal service. It was established and assigned to OPM by the Civil Service Reform Act of 1978 (5 U.S.C. 7201)

Hispanic Serving Institution (HSI). A Hispanic-Serving Institution is defined as an institution of higher education that— (A) is an eligible institution; and (B) has an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic students at the end of the award year immediately preceding the date of application.

Laborers and Helpers (unskilled). Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, groundskeepers and gardeners, farmworkers, stevedores, woodchoppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.

Mentoring. A professional relationship in which an experienced person (mentor) assists another (mentee) in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth.

Minority Serving Institutions (MSI). MSIs are institutions of higher education that serve minority populations. They are unique both in their missions and in their day-to-day operations i.e., some of these colleges and universities are located in remote regions of the country, whereas others serve urban neighborhoods. Some MSIs are only a few decades old, whereas others, particularly the Historically Black Colleges and Universities, have been striving for more than a century to give their constituents the social and educational skills needed to overcome racial discrimination and limited economic opportunities.

National Civilian Labor Force (NCLF). Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work within the United States.

Officials and Managers. Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firm's operations. Includes: officials, executives, middle management, plant managers, department managers, and superintendents, salaried supervisors who are members of management, purchasing agents and buyers, railroad conductors and yard masters, ship captains, mates and other officers, farm operators and managers, and kindred workers.

On-boarding. Onboarding is a much more comprehensive approach that starts before orientation and extends well beyond the first few days. It provides a more strategic plan for employee success than orientation alone.

Operatives (semiskilled). Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor

operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, handpackers and packagers, and kindred workers.

Orientation. New employee orientation generally involves a first-day session or a first week of activities that familiarizes the employee with the organization's structure, mission, and policies. It typically includes reviews of the Employee Handbook and the completion of necessary payroll and benefits paperwork.

Participation rates. Are simply percentages in each demographic category of the total workforce rates and are used to indicate how closely an agency's demographics resemble the nation we serve.

Pathways Program. The Pathways Programs provide clear paths to Federal internships and potential careers in Government for students and recent graduates. The Pathways Programs consist of the Internship Program, the Recent Graduates Program and the Presidential Management Fellows Program.

Permanent Federal Workforce. The total number of career and career conditional employees regardless of work schedule, on Federal agency employment rolls as of a particular date. It does not include temporary positions.

Professionals. Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors and kindred workers.

Recruitment Incentives. An agency may pay a recruitment incentive to a newly-appointed employee if the agency has determined that the position is likely to be difficult to fill in the absence of an incentive.

Relocation Incentives. An agency may pay a relocation incentive to a current employee who must relocate to accept a position in a different geographic area if the agency determines that the position is likely be difficult to fill in the absence of an incentive. A relocation incentive may be paid only when the employee's rating of record under an official performance appraisal or evaluation system is at least "Fully Successful" or equivalent.

Retention Incentives. An agency may pay a retention incentive to a current employee if the agency determines: (1)Given the agency's mission requirements and the employee's competencies, the agency has a special need for the employee's services that makes it essential to retain the employee in his or her current position during a period of time before the closure or relocation of the employee's office, facility, activity, or organization; and (2) The employee would be likely to leave for a different position in the Federal service in the absence of a retention incentive. Agencies may approve a retention incentive under this circumstance for a group or category of employees.

Sales Workers. Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and sales clerks, grocery clerks, and cashiers/checkers, and kindred workers.

Service workers. Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurses aides, and orderlies), barbers, charworkers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

Technicians. Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through 2 years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.

Workforce diversity. A collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. These include, but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The concept also encompasses differences among people concerning where they are from and where they have lived and their differences of thought and life experiences.

Hispanic Employment Assessment Questionnaire

Appendix B

2013 Hispanic Assessment Survey

As part of the 2013 MD-715 Plan activities, Reclamation's Hispanic Employment Program Manager is leading a Reclamation-wide assessment of the status of Hispanics in Reclamation's workforce through a statistical analysis of various employment characteristics to identify triggers for possible barrier analyses to be conducted in fiscal year 2014. To accomplish this goal, a task force was established to assess several areas i.e., Outreach, Recruitment, Hiring, Retention and Leadership, for FY 2010, 2011, and 2012. Responses to the questions listed below will assist the task force with their respective assessments.

Please complete this survey by August 16, 2013. Each question within this survey is a required question, therefore respondents are asked to consult with respective individuals prior to beginning the survey as survey questions may be better suited for particular individuals. Specific information requested within this survey is more appropriate due to the confidentiality and nature of descriptive response for a reply in a separate email; those questions are within the Mentoring section, question #5 and within the Training & IDP section, question #4b & #5b.

Your username (**mmostafavifar@usbr.gov**) will be recorded when you submit this form. Not **mmostafavifar**? Sign out
* Required

On-Boarding/Orientation Programs

Effective employee on-boarding/orientation has a positive domino effect: it ensures new hires feel welcomed and are better prepared in their new positions, in turn provides employees with the confidence and resources needed to make an impact within the organization, and ultimately allows Reclamation to carry out its mission.

Distinguishing between orientation and on-boarding:

New employee orientation generally involves a first-day session or a first week of activities that familiarizes the employee with the organization's structure, mission, and policies. It typically includes reviews of the Employee Handbook and the completion of necessary payroll and benefits paperwork.

On-boarding is, however, a much more comprehensive approach that starts before orientation and extends well beyond the first few days. It provides a more strategic plan for employee success than orientation alone.

1. Does your Region have a separate, individualized orientation program for the following: *

	Yes	No
New Employees	○	○
STEP/SCEP/FCIP	○	○
Interns/Recent Graduates/PMF (Pathways)	○	○
New Supervisors/Managers	○	○

Blue Collar/Labor Trade New Employees	○	○

2. How long has your Region's orientation program been in place? *

	1-2 years	3-4 years	> 5 years	N/A
New Employees	○	○	○	○
STEP/SCEP/FCIP	○	○	○	○
Interns/Recent Graduate/PMF (Pathways)	○	○	○	○
New Supervisors/Managers	○	○	○	○
Blue Collar/Labor Trade New Employees	○	○	○	○

3. How often does your Region provide orientation? *

- ○ Intermittent based on New Hires
- ○ Biweekly
- ○ Quartely
- ○ Sporadic

4. Provide a brief description on what is covered in your Region's orientation program? *

5. Does you Region have a separate, individualized on-boarding program for the following: *

	Yes	No
New Employees	○	○
STEP/SCEP/FCIP	○	○
Interns/Recent Graduates/PMF (Pathways)	○	○
New Supervisors/Managers	○	○

Blue Collar/Labor Trade New Employees	○	○

6. How long has your Region's on-boarding program been in place? *

	1-2 years	3-4 years	> 5 years	N/A
New Employees	○	○	○	○
STEP/SCEP/FCIP	○	○	○	○
Interns/Recent Graduate/PMF (Pathways)	○	○	○	○
New Supervisors/Managers	○	○	○	○
Blue Collar/Labor Trade New Employees	○	○	○	○

7. How often does your Region provide on-boarding? *

- ○ Biweekly
- ○ Monthly
- ○ Quarterly
- ○ Sporadic
- ○ Upon Request

8. Provide a brief description on what is covered in your Region's on-boarding program? *

9a. Do you believe orientation and on-boarding programs help to retain employees in Reclamation? *

- ○ Yes
- ○ No

9b. Please describe your response to question #9a. *

Mentoring Programs

Mentoring is most often defined as a professional relationship in which an experienced person (mentor) assists another (mentee) in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth.

A successful mentoring program benefits Reclamation by:
- Supporting and engaging employees with Reclamation's mission
- Encouraging retention
- Elevating knowledge transfer from just getting information to retaining the practical experience and wisdom gained from long-term employees.
- Supporting the creation of a multicultural workforce by creating relationships among diverse employees and allowing equal access to mentoring.
- Creating a mentoring culture, which continuously promotes individual employee growth and professional development.

1. Does your Region have a Mentoring program for the following workforce segments: *

	Yes	No
GS 1-4		
GS 5-8		
GS 9-11		
GS 12-15		
Blue Collar/Labor Trade		
STEP/SCEP/FCIP		
Interns/Recent Graduates/PMF (Pathways)		

2. How long has your Region's Mentoring program been in place? *

	1-2 years	3-4 years	> 5 years	N/A
GS 1-4				
GS 5-8				
GS 9-11				

GS 12-15	○	○	○	○
Blue Collar/Labor Trade	○	○	○	○
STEP/SCEP/FCIP	○	○	○	○
Interns/Recent Graduates/PMF (Pathways)	○	○	○	○

3. Provide a brief description of your Region's Mentoring program and any benefits to its investment, i.e., improved retention. *

4. Is there a mentoring element included in your Region's leadership program(s)? *

- Yes
- No

5. In a separate email, please provide the names of the individuals who have participated in your Region's Mentoring program (mentors & mentees) in fiscal years 2010, 2011 and 2012? *

Due to confidentiality purposes and the nature of the request, please submit your response to question #5 as an addendum to the survey in a separate email directed to rmontoya@usbr.gov. In the comment section below, please specify whether the information has already been submitted.

6a. Do you believe Mentoring programs help to retain employees in Reclamation? *

- Yes
- No

6b. Please describe your response to question #6a. *

Training and Individual Development Plan (IDP)

One key factor in employee motivation and retention is the opportunity to continue to grow and develop job and career enhancing skills. Training opportunities may reinforce the value of the employee role within the organization. IDPs serves as an instrument to help an individual reach career goals within the context of organizational objectives through defining developmental assignments or training opportunities to build well-rounded competency.

1. Does your Region require employees to complete an IDP? *

- Yes
- No

2a. Do supervisors review the IDP with their respective employees? *

- Yes
- No

2b. If you responded yes to question 2a, how often? *

- Quarterly
- Bi-annually
- Annually
- Supervisor determines frequency
- Replied No to question 2a

2c. If replied no to question 2a, why not? *

If you replied yes to 2a, please state N/A in the comments.

3. How are IDPs being utilized in your Region to provide training? *

Check all that apply.

- To meet mandatory training

- [ ] To address basic training
- [ ] To address required program training
- [ ] To address developmental needs
- [ ] None of the above

4a. Does your Region pay for professional credentials? *

- ( ) Yes
- ( ) No

4b. In a separate email, please provide the names of the individuals where a professional credential was paid for and the type of credential for fiscal years 2010, 2011, and 2012. *

Due to confidentiality purposes and the nature of the request, please submit your response to question #5 as an addendum to the survey in a separate email directed to rmontoya@usbr.gov. In the comment section below, please specify whether the information has already been submitted.

4c. If replied no to question 4a, why not? *

If you replied yes to 4a, please state N/A in the comments.

5a. Does your Region assist employees in pursuing higher level education through payment of courses, tuition, or books? *

- ( ) Yes
- ( ) No

5b. In a separate email, please provide the name(s) of the individual(s) provided with financial assistance in pursuit of a higher level education for fiscal years 2010, 2011, and 2012. *

Due to confidentiality purposes and the nature of the request, please submit your response to question #5 as an addendum to the survey in a separate email directed to rmontoya@usbr.gov. In the comment section below, please specify whether the information has already been submitted.

5c. If replied no to question 5a, why not? *

If you replied yes to 5a, please state N/A in the comments.

6a. Do you believe utilizing IDPs to address training needs helps to retain employees in Reclamation? *

- Yes
- No

6b. Please describe your response to question #6a. *

Workforce & Succession Planning Initiatives

To become a high performing organization requires an investment in the people working within Reclamation and an understanding of customer and stakeholder needs. The demand for talent continues to be high as Reclamation competes for the limited pool of highly skilled candidates. Workforce and succession planning is a multi-year approach to human capital management.

1. Please describe your Region's workforce planning initiatives. *

2a. Does your Region have a succession plan? *

- Yes
- No

2b. If you responded yes to question 2a, please describe both positive and negative aspects of implementing your Region's succession plan. *

2c. If replied no to question 2a, why not? *

If you replied yes to 2a, please state N/A in the comments.

3. Aside from the 3Rs (recruitment, relocation, retention bonuses) what other retention initiatives does your Region practice to increase its retention rate? *

Exit Interviews

Exit interviews help to understand the reasons behind the separation. The results of the interview may be used to identify trends and develop appropriate intervention strategies to improve retention.

1a. Does your Region conduct exit interviews? *

	Yes	No	Unsure
On-line or Paper			
Face-to-Face with Supervisor or Manager			
Face-to-Face with EEO Office			
Face-to-Face with Human Resources Office			

1b. If replied yes to any of the choices in question 1a, please provide a synopsis of the results received for fiscal years 2010, 2011, and 2012. *

Include generalized positive and/or negative comments received.

Outreach and Recruitment

Reclamation continues to strive to capitalize on outreach and recruitment efforts to attract well-qualified and diverse applicant pools.

1. How much money has your Region expended to recruit Hispanics under the Federal Equal Opportunity Recruitment Program for fiscal years 2010, 2011, and 2012? *

- < $500
- $500 - $1,000
- $1,000 - $5,000
- $5,000 - $10,000
- > $10,000
- None

2. Did your Region expend dollars on: *

Interior's MSI Programs Webpage: http://www.doi.gov/pmb/eeo/doi-minority-serving-institutions-program.cfm

	< $500	$500 - $1,000	$1,000 - $5,000	$5,000 - $10,000	> $10,000	None
Asian American and Pacific Islander Serving Institutions						
Hispanic Serving Institutions						
Historically Black Colleges and Universities						
Native Hawaiian Serving Institutions						
Tribal Colleges and Universities						

Best Practices

1. What best practices would you like to share for the purposes of this report? *

Thank You

Thank you for those individuals who took the time to complete this survey. The information you provide will be valuable to the task force in completing their assessment. The results of this survey will be shared with Human Resources Officers upon completion of the report. Reminder, particular questions in this survey require a separate email response.

☐ Send me a copy of my responses.

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