



— BUREAU OF —
RECLAMATION

Equal Employment Opportunity, Management Directive 715

FY 2020 Accomplishments and FY 2021 Plan

**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, 84-11000, PO Box 25007	Denver	CO	80225	IN07	08059

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	5249	128	5377

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

Agency Leadership	Name	Title
Head of Agency	Vacant	Commissioner
Head of Agency Designee	Camille Calimlim Touton	Deputy Commissioner

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	James Kirkland	Diversity & Inclusion	0260	GS-13	303-445-	jkirkland@usbr.gov

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Program Manager		Manager			3687	
Complaint Processing Program Manager	Sherilyn Rogers O’Gorman	Complaints Manager	0260	GS-13	303-445-3682	srogersogorman@usbr.gov
Diversity & Inclusion Officer	James Kirkland	Diversity & Inclusion Manager	0260	GS-13	303-445-3687	jkirkland@usbr.gov
Hispanic Program Manager (SEPM)	James Kirkland	Diversity & Inclusion Manager	0260	GS-13	303-445-3687	jkirkland@usbr.gov
Women's Program Manager (SEPM)	James Kirkland	Diversity & Inclusion Manager	0260	GS-13	303-445-3687	jkirkland@usbr.gov
Disability Program Manager (SEPM)	James Kirkland	Diversity & Inclusion Manager	0260	GS-13	303-445-3687	jkirkland@usbr.gov
Special Placement Program Coordinator (Individuals with Disabilities)	Mark Susi	Staffing Program Manager	0201	GS-13	303-445-2131	msusi@usbr.gov
Reasonable Accommodation Program Manager	Kimberly Rose	Human Resource Specialist	0201	GS-14	303-445-2967	krrose@usbr.gov

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Anti-Harassment Program Manager	Tanya Klawikowski	Human Resource Specialist	0201	GS-13	303-445-2677	TKlawikowski@usbr.gov
ADR Program Manager	Alberto Vasquez	EEO Specialist	0260	GS-11	303-445-3623	avasquez@usbr.gov
Compliance Manager	Sherilyn Rogers O’Gorman	Complaints Manager	0260	GS-13	303-445-3682	srogersogorman@usbr.gov
Principal MD-715 Preparer	James Kirkland	Diversity & Inclusion Manager	0260	GS-13	303-445-3687	jkirkland@usbr.gov
Other EEO Staff	Chris Romero	EEO Specialist	0160	GS-11	303-445-3686	cromero@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)
Columbia-Pacific Northwest Region	Boise	ID	USA	IN-07-01	N/A (Rest of US)
California-Great Basin Region	Sacramento	CA	USA	IN-07-02	06067
Lower Colorado Basin Region	Boulder City	NV	USA	IN-07-03	32003

Upper Colorado Basin Region	Salt Lake City	UT	USA	IN-07-04	N/A (Rest of US)
Missouri Basin Region	Billings	MT	USA	IN-07-06	N/A (Rest of US)
Denver Office	Denver	CO	USA	IN-07-08	080599
Washington DC Office	Washington	Washington	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	
Anti-Harassment Policy and Procedures	Yes	
Reasonable Accommodation Procedures	Yes	
Personal Assistance Services Procedures	Yes	
Alternative Dispute Resolution Procedures	Yes	

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	

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	No	
Diversity and Inclusion Plan under Executive Order 13583	No	
Diversity Policy Statement	No	
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 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

**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

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

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.

LARA GRILLOS Digitally signed by LARA
GRILLOS
Date: 2021.06.23 15:14:17 -06'00'

Signature of Principal EEO Director/Official

Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

 Digitally signed by MARIACAMILLE
TOUTON
Date: 2021.06.29 22:51:17 -05'00'

Signature of Agency Head or Agency Head Designee

Date

MD-715 - PART G

Agency Self-Assessment Checklist

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).





For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide "comments", if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.

A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.



MD-715 - PART G Agency Self-Assessment Checklist



Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP



This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.



 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
A.1	A.1 – The agency issues an effective, up-to-date EEO policy statement.			
A.1.a	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes	Statement issued July 1, 2020.	A.1.a.2
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes		New
 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met? (Yes/No/NA)	Comments	
A.2.a	Does the agency disseminate the following policies and procedures to all employees:			
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes	Policy and description of procedure posted on Reclamation Intranet Anti-Harassment Employee Corner https://intra.usbr.gov/a	New

			nti-harassment/employee.html	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes		New
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:			
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes		New
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes		A.2.c
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	https://www.usbr.gov/ecman/hrm/hrm06-01.pdf	A.3.c
A.2.c	Does the agency inform its employees about the following topics:			
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often.	Yes	During New Employee Orientation (NEO), in annual policy statement memorandum, in training at least every 2 years, and whenever anyone inquires.	A.2.a
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	Yes	During NEO and whenever anyone inquires about the EEO process or visits our Ombuds or ADR coordinator. ADR training is also provided on a recurring basis.	New
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	During NEO and employee relations, ethics, and formal EEO trainings conducted at least annually, and as	New



			needed or requested. Many Regions place this information on their intranet sites making it easily accessed by employees.	
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	Yes	Taught to new employees at NEO.	New
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	Yes.	This information is provided during NEO, through annual ethics training, and as the need arises with individual employees or workgroups.	A.3.b
 Compliance Indicator  Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If “yes”, provide one or two examples in the comments section.	Yes	All supervisors and some employees have EEO-related requirements in their performance standards.	New
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes		New
Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION				
This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.				



 Compliance Indicator  Measures	B.1 - 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 Met? (Yes/No/NA)	Comments	
B.1.a	Is the agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	No	As of FY 2020, the Bureau-level Civil Rights Division Manager now reports to the Deputy Commissioner for Policy, Administration, and Budget. All regional EEO manager’s report directly to Regional Directors. Realignment options discussed in FY 2019/2020 are under review into FY 2021.	B.1.a
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If “yes,” please provide the title of the agency head designee in the comments.	Yes	In an FY 2020 realignment, the CRD Manager now reports to an agency head designee (Deputy Commissioner for Policy, Administration, and Budget), who also oversees mission-related functions such as Finance and Safety (integral to dam/water management).	New
B.1.a.2	Does the agency’s organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes		B.1.d
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency’s EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes		B.2.a





B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	Yes	April 30, 2020, CRD Manager gave briefing to the Commissioner and her Deputies.	B.2.b
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	With realignment options adopted in FY 2020, the CRD Manager regularly attends all Senior Leadership meetings.	New
 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	No	In FY 2020, CRD established a Reclamation-wide Barrier Analysis Team (R-BAT). CRD continues to develop Standard Operating Procedures and presented R-BAT findings to the Reclamation Diversity and Inclusion Council. As of 03/03/2021, CRD has been given full leadership support to increase staffing and funding levels for this program to take a	B.3.a

			corporate approach to affirmative employment and create structures for integration of regional activities to this approach.	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	CRD Complaints Manager now coordinates, reviews, and authorizes all informal complaint related work.	New
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes		New
B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	The Department of the Interior issues Final Agency Decisions.	New
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes		F.3.b
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes		New
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes	CRD has successfully created SOPs to coordinate activities with regional programs.	New
 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments	
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession	Yes		B.2.c & B.2.d



	planning, and selections for training/career development opportunities? [see MD-715, II(B)]			
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	N/A	Reclamation does not currently have a strategic plan. Prior strategic plans referenced EEO and diversity and inclusion principles.	New
Compliance Indicator				
Measures				
B.4	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:			
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes		B.3.b
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	No	CRD has been given permission to hire sufficient staff to conduct barrier analysis for FY 2022.	B.4.a
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes		E.5.b
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes		B.4.f & B.4.g
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	Yes		E.1.c
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO	Yes		B.4.c



	posters, reasonable accommodations procedures)? [see MD-715, II(B)]			
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes		New
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes		B.3.c, B.3.c.1, B.3.c.2, & B.3.c.3
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes		New
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes		B.4.d
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes		New
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes		New
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes		B.1.b
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes		E.2.d
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes		E.2.e
 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments	New Indicator
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:			
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes		New
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. §	Yes		A.3.d



	1614.102(d)(3)]			
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes		New
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes		New
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes		E.4.b
 Compliance Indicator  Measures	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments	New Indicator
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes		New
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	No	Once CRD hires additional staff, the barrier analysis lead will develop a strategy for obtaining input from senior management.	D.1.a
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes	There are ongoing discussions between the CRD Manager and senior managers about proposed action plans.	D.1.b
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes		D.1.c
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	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments	
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	Yes	Regions are reviewed every 3 years. The Upper Colorado Basin Region was reviewed in FY 2020. No major deficiencies were found.	New
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	Yes	Review schedule is every three years.	New
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	Yes		New
 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments New Indicator	
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	While prior Department-level guidance did not require CRD to report harassment claims to the anti-harassment program, CRD corrected this guidance and communicated new compliance procedures to all EEO and HR Offices.	New
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment?	Yes		New





	[see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]			
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes		New
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes		New
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	While prior Department-level guidance did not require CRD to report harassment claims to the anti-harassment program, CRD corrected this guidance and communicated new compliance procedures to all EEO and HR Offices.	New
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes		New
C.2.a.6	Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes		New
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	No	The Department has almost finalized its updated policy. Once it is issued, Reclamation will update its procedures.	New
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability	Yes		E.1.d





	accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]			
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes		New
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes		New
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes		New
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	Yes		E.1.e
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes		New
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.	No	As of March 17, 2021, Reclamation has PAS policies on its website. https://www.usbr.gov/crd/index.html	New
 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments	New Indicator
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes		New
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:			
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the	Yes		A.3.a.1

	participation in ADR proceedings? [see MD-110, Ch. 3.]			
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes		A.3.a.4
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes		A.3.a.5
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes		A.3.a.6
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes		A.3.a.7
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes		A.3.a.8
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes		New
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes		A.3.a.2
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes		New
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes		New
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes		New
 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments	
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes		New



C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	No	CRD is adding this review to its already existing audit schedule and will delineate as much in the policy that controls the schedule.	C.2.a, C.2.b, & C.2.c
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes		New
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes		New
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:			
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes		New
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes		New
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes		New
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes		New
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes		New
 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments	
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	Yes		C.3.a.
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	As a result of anti-harassment investigations in FY 2020, 4 employees and 5 supervisors were disciplined.	C.3.c



C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes		New
 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments	
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.	Yes	At least annually.	C.1.a
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	Yes		New
Essential Element D: PROACTIVE PREVENTION				
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.				
 Compliance Indicator  Measures	D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments	
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes		New
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes		New
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	No	In FY 2020, Reclamation adopted a Department-wide exit survey that does	New





			not contain such questions.	
 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes		New
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes		B.2.c.2
D.2.c	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 realignments? [see 29 CFR §1614.102(a)(3)]	Yes		B.2.c.1
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	Yes	Complaint/grievance data, exit surveys, employee climate surveys (FEVS).	New
 Compliance Indicator  Measures	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes		New
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes		New



D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes		New
 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	https://www.usbr.gov/crd/pdfsplus/FY%202017%20MD-715%20Final.pdf	New
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes		New
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes		New
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes		New
Essential Element E: EFFICIENCY				
This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient and fair dispute resolution process.				
 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments	
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	94% of cases were timely counseled. An improvement from 93% in FY19.	E.3.a.1
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29	Yes		E.3.a.2





	CFR §1614.105(b)(1)?			
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(l)?	Yes		New
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(l)? If so, please provide the average processing time in the comments.	Yes	Average: 35 days. An improvement from a 58 day average in FY 2019.	New
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes		New
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	In FY 2020, only two investigations within Reclamation's control were untimely processed. One of which was one day late and the other was one week late due to calculation errors. All other untimely investigations were either conflict cases processed by other Bureaus or shown as untimely when the Department remanded for supplemental investigation after significant delay.	E.3.a.3
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes		New
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	N/A	Final agency decisions are issued by the Department.	E.3.a.4
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes		E.3.a.7

E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	Yes	Reclamation has a contract in place that allows it to hold contracted investigators accountable under the terms of the contract.	E.2.c
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes		New
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes		New
 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator	
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	Attorneys are employed within Reclamation's Civil Rights Division to ensure abidance by law and regulation. The legal office is only looped into cases when hearings or appeals are requested, or else to review monetary settlements. EEO only engages with HR on complaints on a need-to-know basis, i.e. for document requests.	New
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency	Yes	Reclamation currently employs three	E.6.a

	representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.		attorneys as EEO personnel within the Civil Rights Division who are trained in conducting legal sufficiency reviews of Investigative Reports.	
E.2.c	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	The Civil Rights Division conducts its own legal sufficiency reviews.	New
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes	CRD has launched an educational campaign to ensure that regional HR and leadership teams understand the firewalls between EEO, HR, and General Counsel.	E.6.b
E.2.e	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	N/A	The Civil Rights Division conducts its own legal sufficiency reviews.	E.6.c
 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments	
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes		E.4.a
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes		E.4.c
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes		D.2.a
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes		New

E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes		E.4.d
E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes		New
 Compliance Indicator  Measures	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments	
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:			
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes		E.5.a
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes		E.5.c
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes		E.5.f
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes		New
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes		New
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes		New
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes		New
 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments	
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	The CRD determines if a disparately high number of complaints are connected to specific issues or bases and then makes	E.5.e

			recommendations for training or other activities as warranted based upon the evidence. CRD also conducted more barrier analyses by looking at FEVS and exit survey data.	
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	CRD Manager brought best practices over from Fish and Wildlife Services and Department of Energy. Diversity and Inclusion Manager brought over best practices of resurveying workforce for disability self-identification and establishing collateral duty Special Emphasis Program Managers from Department of Veterans Affairs.	E.5.g
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes		E.3.a
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE				
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
 Compliance Indicator	F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes		F.1.a

F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes		E.3.a.6
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes		F.2.a.1
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes		F.2.a.2
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes		F.3.a.
 Compliance Indicator  Measures	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments Indicator moved from E-III Revised	
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes		C.3.d
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes		E.3.a.5
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes		E.3.a.7
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes		New
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes		F.3.d (1 to 9)
 Compliance Indicator  Measures	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments	
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes		New
F.3.b	Does the agency timely post on its public webpage its quarterly No	Yes	https://www.doi.gov/sit	New

	FEAR Act data? [see 29 CFR §1614.703(d)]		es/doi.gov/files/bor-no-fear-2021-q1.pdf	
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MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.1.a	Is the agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2018	Determine most appropriate structure regarding compliance requirements of 29 CFR 1614.102.	09/30/2020	9/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Commissioner – Policy, Administration, & Budget (PAB)	Grayford Payne	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2018	Continue discussions regarding how to realign in order to meet statutory requirements.	Yes	9/30/2021	
04/15/2021	CRD Manager to initiate monthly one-on-one meetings with Bureau head to ensure familiarity with EEO trends, accomplishments, and challenges.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	After a reorganization in January 2020, the Bureau-level Civil Rights Division Manager now reports to the Deputy Commissioner for Policy, Administration, and Budget. This is a significant improvement from when the position reported to the Human Capital Officer prior to reorganization.

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices?

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2018	Realign CRD to meet requirements of 29 CFR 1614.102.	09/30/2020	9/30/2021	01/27/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Commissioner – Policy, Administration, & Budget (PAB)	Grayford Payne	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2018	Continue discussions regarding how to realign in order to meet statutory requirements.	Yes	9/30/2021	01/27/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2020	Reclamation leadership met with the Department's Office of Civil Rights to draft a realignment proposal to meet this requirement. In an FY 2020 reorganization, the CRD Manager now reports to an agency head designee (Deputy Commissioner for Policy, Administration, and Budget).

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues?

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
01/01/2019	To improve communication and advance a Model EEO Program through participation of EEO officials at agency deliberations at all levels within Reclamation.	9/30/2019		9/30/2019
01/01/2019	Include CRD manager in recurring discussions with other leaderships officials within the Reclamation.	9/30/2020		9/30/2019
09/30/2019	Include CRD Manager in Senior Leadership Discussions.	9/30/2020		9/30/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Civil Right Division	Lara Grillos	No

Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Commissioner	Grayford Payne	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	CRD Manager's role during Reclamation Leadership Team (RLT) calls or meetings will be evaluated after realignment options have been determined.	Yes		9/30/2019
09/30/2021	CRD Manager will provide briefings highlighting EEO Program accomplishments and objectives as well as participate in workforce discussions relating to personnel, budget, technology, and other workplace issues.	Yes		9/30/2019
3/31/2020	Meet with Deputy Commissioner, PAB, to discuss inclusion of CRD Manager in weekly calls with other senior leaders.	Yes		1/27/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>1. CRD Manager continued discussions with senior leadership to explore realignment options and enhancing CRD Manager's role during RLT meetings.</p> <p>2. The CRD Manager met with RLT leadership to brief the team on the Civil Rights program and requirements, resulting in increased communication with leadership.</p>

	3. The CRD Manager conducted three program update briefings to the Commissioner and Deputy Commissioners on the Affirmative Employment and Complaints Management programs within CRD.
2020	With realignment options adopted in FY 2020, the CRD Manager regularly attends all relevant senior leadership meetings.

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.2.a	The CRD Manager does not have Bureau wide authority to implement a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices. [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2019	To obtain a direct line of authority or stronger matrix controls to ensure efficiency and consistency throughout Reclamation	12/30/2021		9/30/2020
12/12/2019	To standardize the Civil Rights Program to increase efficiency and eliminate knowledge gaps throughout Reclamation.	12/30/2021	09/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No

Title	Name	Performance Standards Address the Plan? (Yes or No)
Reclamation Leadership Team (RLT)	Grayford Payne and other Senior Executives	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	Work with senior leadership to evaluate whether it would be more effective to realign the Regional EEO Offices or use dotted line organization.	Yes		09/30/2020
09/30/2020	Hire a Team Lead for Complaints to oversee Reclamation-wide complaints management functions	Yes		10/15/2019
09/30/2021	Evaluate the effectiveness of the revised Regional EEO Office structure.	Yes	4/1/2023	
04/01/2022	Hire additional CRD affirmative employment staff so that the affirmative employment lead has bandwidth to develop parameters of Regional affirmative employment programs.	No		

Report of Accomplishments

Fiscal Year	Accomplishments
2019	The RLT created a working group to determine how to best improve processes between the Regional EEO Offices and CRD. The working group continued exploring options in FY 2020.

2020	<ol style="list-style-type: none">1. CRD has been functioning in a new internal control role, reviewing and monitoring regional informal complaints on a bi-weekly basis for timeliness and EEO regulation compliance. CRD communicates identified deficiencies with regional staff to ensure corrections.2. CRD successfully added a GS-14 Complaints Management Team Lead to its organization in October 2019.3. The CRD Manager conducts monthly meetings with Regional Complaints Managers to discuss program efficiencies and educates where program knowledge gaps exist.4. The CRD Manager met with Reclamation leadership to request additional resources to effectively manage the affirmative employment program.
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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.2.b	The CRD Manager does not have the authority to oversee the completion of EEO counseling within the Regions [see 29 CFR §1614.102(c)(4)]

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2019	To obtain a direct line of authority or stronger matrix controls to ensure efficiency and consistency throughout Reclamation	12/30/2021		09/30/2020
12/12/2019	To standardize the Civil Rights Program to increase efficiency and eliminate knowledge gaps throughout Reclamation	12/30/2021		09/30/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No
Reclamation Leadership Team (RLT)	Grayford Payne and other Senior Executives	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	Work with senior leadership to evaluate whether it would be more effective to realign the Regional EEO Offices or use dotted line organization.	Yes		09/30/2020
09/30/2020	Hire a Team Lead for Complaints to oversee Reclamation-wide complaints management functions.	Yes		10/15/2019
09/30/2021	Evaluate the effectiveness of the revised Regional EEO Office structure.	Yes		12/31/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2019	The RLT created a working group to determine how to best improve processes between the Regional EEO Offices and CRD. The working group continued exploring options in FY 2020.
2020	<p>1. CRD has been functioning in a new internal control role, reviewing and monitoring regional informal complaints on a bi-weekly basis for timeliness and EEO regulation compliance. CRD communicates identified deficiencies with regional staff to ensure corrections.</p> <p>2. CRD successfully added a GS-14 Complaints Management Team Lead to its organization in October 2019.</p> <p>3. The CRD Manager conducts monthly meetings with Regional Complaints Managers to discuss program efficiencies and educates where program knowledge gaps exist.</p>

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.2.g	The CRD Manager does not have authority over subordinate level components, which limits the ability to provide effective guidance and coordination for the components. [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2019	To obtain a direct line of authority or stronger matrix controls to ensure efficiency and consistency throughout Reclamation	12/30/2021		09/30/2020
12/12/2019	To standardize the Civil Rights Program to increase efficiency and eliminate knowledge gaps throughout Reclamation	12/30/2021		09/30/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No

Title	Name	Performance Standards Address the Plan? (Yes or No)
Reclamation Leadership Team (RLT)	Grayford Payne and other Senior Executives	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2020	Work with senior leadership to evaluate whether it would be more effective to realign the Regional EEO Offices or use dotted line organization.	Yes		09/30/2020
09/30/2020	Hire a Team Lead for Complaints to oversee Reclamation-wide complaints management functions.	Yes		10/15/2019
4/1/2022	Hire additional CRD AEP staff to improve guidance and coordination of activities Reclamation-wide.	No		
09/30/2021	Evaluate the effectiveness of the revised Regional EEO Office structure.	Yes	4/1/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2019	The RLT created a working group to determine how to best improve processes between the Regional EEO Offices and CRD. The working group continued exploring options in FY 2020.
2020	1. CRD has been functioning in a new internal control role, reviewing and monitoring regional informal complaints on a bi-weekly basis for timeliness and EEO regulation compliance.

	<p>CRD communicates identified deficiencies with regional staff to ensure corrections.</p> <p>2. CRD successfully added a GS-14 Complaints Management Team Lead to its organization in October 2019.</p> <p>3. The CRD Manager conducts monthly meetings with Regional Complaints Managers to discuss program efficiencies and educates where program knowledge gaps exist.</p> <p>4. The CRD Manager met with Reclamation leadership to request additional resources to effectively manage the affirmative employment program.</p>
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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.4.a.2	The CRD Manager does not have sufficient resources to conduct a thorough barrier analysis of its workforce. [see MD-715, II(B)]

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/10/2019	Request additional FTE or other permanent staff for the CRD Affirmative Employment Team.	12/31/2021		12/01/2020
12/10/2019	Request additional human resources from mission-related offices and the Reclamation Diversity and Inclusion Council to serve as a Barrier Analysis Team.	9/30/2021		06/01/2020
12/10/2019	Equip newly appointed Special Emphasis Program Managers with skills to fulfill Barrier Analysis responsibilities.	9/30/2020	06/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No
Deputy Commissioner, Policy, Administration, and Budget	Grayford Payne	No
Specialist, Diversity and Inclusion Program	James Kirkland	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2020	CRD Manager to meet with the Deputy Commissioner to discuss program deficiencies and need for additional resources.	Yes		4/01/2020
12/30/2020	CRD Manager and Diversity and Inclusion Manager will recruit executive to champion barrier analysis initiatives.	Yes	12/31/2021	
9/30/2022	CRD Manager will solicit increased participation from RDAIC to assist with barrier analysis, including creation of Barrier Analysis Teams.	Yes		
6/30/2020	Develop training plan to equip newly appointed collateral duty SEPMs.	Yes		6/30/2020
9/30/2020	Implement training plan in collaboration with HR training specialist.	Yes	6/30/2021	
9/30/2023	CRD manager will provide briefing covering SEPM accomplishments to Reclamation Leadership Team.	Yes		
9/30/2023	CRD Diversity and Inclusion Program Manager will create Annual Work Plans in conjunction with SEPMs, who will discuss SEP objectives and planned activities with their respective supervisors.	Yes		
09/30/2023	SEPMs will contribute to a Quarterly Activity Report of	Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	accomplishments for the Diversity and Inclusion Program Manager.			

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>1. Developed a Special Emphasis Program Manager (SEPM) training plan on 6/30/2020 featuring a 3-day virtual training course. SEPMS will learn to: identify employment barriers, answer commonly asked questions about the EEO complaint process, how to meet with management and other officials to convey employee concerns and offer recommendations intended to effect positive change, and planning SEP activities.</p> <p>2. A voluntary Barrier Analysis Team comprised of CRD's Diversity and Inclusion Manager, additional CRD employees, and an EEO Specialist from each of Reclamation's regions was created in June 2020. Initial analyses and trigger identification focused on Reclamation's FEVS 2019 data, with the goal of presenting the team's findings to the Reclamation Diversity and Inclusion Council (RDAIC) in December 2020.</p>

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.6.b	Do senior managers participate in the barrier analysis process?

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
1/01/2017	To ensure that the Agency is identifying the root causes of disparities in equal employment opportunities and taking actions to remedy the policies, procedures, and practices that lead to such disparities.	9/30/2019	04/01/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Policy Office	Kimberly Rose	Yes
Manager, Civil Right Division	Lara Grillos	Yes
Specialist, Diversity and Inclusion Program	James Kirkland	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/31/2018	Hire Diversity and Inclusion Specialist in Bureau CRD Office to conduct and lead barrier analysis efforts.	Yes		11/25/2018
12/31/2018	In-depth barrier analyses initiated by Diversity and Inclusion Program Manager to identify causes of disparities in equal employment activities during five (5) critical phases of the employment life cycle: (1) Recruitment; (2) Hiring; (3) Training and Development; (4) Promotions; and (5) Separations.	Yes		8/20/2019
01/31/2019	Diversity and Inclusion Program Manager will interview sampling of Senior Managers, including Senior Managers on Reclamation Diversity and Inclusion Council, to identify perceived recruitment and hiring barriers as well as to identify recommended solutions.	Yes	12/31/2022	
03/29/2019	Manager, Civil Right Division, in consultation with the Manager, Human Resources, will recommend actions to alleviate barriers associated with (1) Recruitment; (2) Hiring; (3) Training and Development; (4) Promotions, and (5) Separations.	Yes	12/31/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>1. An analysis by the Reclamation Barrier Analysis Team of 2019 Federal Employee Viewpoint Survey (FEVS) identified significant trends and perceptions that exist among employees with disabilities, American Indian/Alaska Native employees, and employees of 2 or more races. An analysis of the 2018 FEVS identified that favorable responses from African American employees were lower among questions relating to diversity and inclusion. These trends were presented to the Reclamation Diversity and Inclusion Council. Why these trends exist and how to address them will be important objectives to be accomplished during barrier analyses conducted in outyears.</p> <p>2. The RDAIC developed milestones and activities in FY 2020 that include the following initiatives: Marketing/Websites, Recruitment Outreach, Mentoring, Diversity Change Agents, Special Emphasis Programs, and updating Reclamation's D&I strategic plan.</p>

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.a, C.2.a.4 and C.2.a.5	EEO practitioners do not forward allegations of harassing conduct made during the EEO process directly to the anti-harassment program, but instead rely upon Complainants or Responding Management Officials to report in both forums.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
05/01/2018	Report allegations of harassing conduct originally raised with EEO to anti-harassment program for simultaneous inquiry.	09/30/2019	1/31/2021	07/01/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CRD Manager	Lara Grillos	Yes
HRD Manager	Gayle Kunkel-Shields	Yes
Office of the Solicitor	Nanette Gonzalez	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2020	Continue discussions with SOL regarding EEOC requirements for a model program as compared to requirements as set forth by PB 18-01.	Yes		7/01/2020
8/1/2019	Discussions with Department's Office of Civil Rights have focused on standardizing this method.	Yes		8/30/2019

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<ol style="list-style-type: none"> 1. The HR and CRD managers agreed that when egregious allegations of misconduct involving harassment occurs, the CRD Manager would elevate and notify the Director of Policy and Administration. 2. CRD Manager engaged in frequent email communications with SOL to address process innovations. 3. CRD Manager met with Department's Office of Civil Rights personnel to review and request standardization to bring allegations of harassing conduct from EEO to the Anti-Harassment Program.
2020	While prior Department-level guidance did not require CRD to report harassment claims to the anti-harassment program, CRD corrected this guidance and communicated new compliance procedures to all EEO and HR Offices.

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.a, C.2.a.4 and C.2.a.5	EEO practitioners do not forward allegations of harassing conduct made during the EEO process directly to the anti-harassment program, but instead rely upon Complainants or Responding Management Officials to report in both forums.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
05/01/2018	Report allegations of harassing conduct originally raised with EEO to anti-harassment program for simultaneous inquiry.	09/30/2019	1/31/2021	07/01/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CRD Manager	Lara Grillos	Yes
HRD Manager	Gayle Kunkel-Shields	Yes
Office of the Solicitor	Nanette Gonzalez	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2020	Continue discussions with SOL regarding EEOC requirements for a model program as compared to requirements as set forth by PB 18-01.	Yes		7/01/2020
8/1/2019	Discussions with Department's Office of Civil Rights have focused on standardizing this method.	Yes		8/30/2019

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<ol style="list-style-type: none"> 1. The HR and CRD managers agreed that when egregious allegations of misconduct involving harassment occurs, the CRD Manager would elevate and notify the Director of Policy and Administration. 2. CRD Manager engaged in frequent email communications with SOL to address process innovations. 3. CRD Manager met with Department's Office of Civil Rights personnel to review and request standardization to bring allegations of harassing conduct from EEO to the Anti-Harassment Program.
2020	While prior Department-level guidance did not require CRD to report harassment claims to the anti-harassment program, CRD corrected this guidance and communicated new compliance procedures to all EEO and HR Offices.

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.a, C.2.a.4 and C.2.a.5	EEO practitioners do not forward allegations of harassing conduct made during the EEO process directly to the anti-harassment program, but instead rely upon Complainants or Responding Management Officials to report in both forums.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
05/01/2018	Report allegations of harassing conduct originally raised with EEO to anti-harassment program for simultaneous inquiry.	09/30/2019	1/31/2021	7/01/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CRD Manager	Lara Grillos	Yes
HRD Manager	Gayle Kunkel-Shields	Yes
Office of the Solicitor	Nanette Gonzalez	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2020	Continue discussions with SOL regarding EEOC requirements for a model program as compared to requirements as set forth by PB 18-01.	Yes		7/01/2020
8/1/2019	Discussions with Department's Office of Civil Rights have focused on standardizing this method.	Yes		8/30/2019

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>1. The HR and CRD managers agreed that when egregious allegations of misconduct involving harassment occurs, the CRD Manager would elevate and notify the Director of Policy and Administration.</p> <p>2. CRD Manager engaged in frequent email communications with SOL to address process innovations.</p> <p>3. CRD Manager met with Department's Office of Civil Rights personnel to review and request standardization to bring allegations of harassing conduct from EEO to the Anti-Harassment Program.</p>
2020	While prior Department-level guidance did not require CRD to report harassment claims to the anti-harassment program, CRD corrected this guidance and communicated new compliance procedures to all EEO and HR Offices.

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.b	The disability reasonable accommodation procedures do not comply with EEOC's regulations and guidance.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/10/2019	Create Reclamation specific standards that align with the revised, Department level policy.	9/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No
Human Resources Policy Office Manager	Kimberly Rose	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2021	After the Department updates the reasonable accommodation policy, collaborate with HR Manager to establish a comprehensive reasonable accommodation policy/procedures.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

MD-715 – Part H
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)]. If “yes”, please provide the internet address in the comments column.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
02/01/2021	Post Reclamation procedures for processing requests for Personal Assistance Services on our public website.	03/31/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
3/31/2021	Coordinate with IT Liaison to post Reclamation policy on public website.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	No achievements. This is a new deficiency.

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.4.b TBC	HR field audits occur on a regular basis, but do not factor in barriers that may impede full participation of all protected classes.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/10/2019	Ensure that HR field audits include considerations for employment barriers.	09/30/2023		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No
Manager, Human Resources Policy Office	Kimberly Rose	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2020	CRD Manager to engage in conversations with the HR Manager to review the field audit questions and process.	Yes		12/31/2020
12/31/2021	If field audit process contains barrier questions, meet with HR Manager twice a year to review the results of the field audit.	Yes		
12/31/2021	If field audit process does not contain barrier questions, work with HR to include questions that address barriers and establish timeframes to regularly review the field audit results.	Yes		
09/30/2021	Implement expansion of regional compliance reviews to include reviewing their policies and practices for compliance with EEO laws and to identify potential barriers.	Yes	12/31/2022	

Report of Accomplishments Fiscal Year	Accomplishments
2020	1. CRD reviews all Reclamation-wide policies in the drafting stage for compliance with EEO laws and to identify potential barriers.

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Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
D.1.c	New DOI exit survey, which replaced Reclamation's exit survey at the end of FY 2020, does not include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/01/2020	Coordinate with Department-level Human Resource Office and Office of Diversity, Inclusion, and Civil Rights to include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities in the Department-wide exit survey.	09/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No
Diversity and Inclusion Manager	James Kirkland	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Diversity and Inclusion Manager to meet with Department-level diversity and inclusion staff to address exit survey questions.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	No achievements. This is a new deficiency.

MD-715 – Part H

Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.2.d	Agency fails to ensure that its agency representative does not intrude upon the EEO complaint process.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
12/10/2019	Prevent agency representatives from unduly influencing EEO mediations.	9/30/2020		12/31/2020
12/10/2019	Ensure the CRD Manager provides input on all EEO related settlement agreements	9/30/2020		12/31/2020

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2020	The CRD Manager will meet with HR to discuss best practices for agency involvement during EEO mediations.	Yes		12/31/2020
9/30/2020	The CRD Manager will draft a settlement directive clarifying the requirements for CRD involvement in EEO-related settlement agreements.	Yes		12/31/2020

Report of Accomplishments

Fiscal Year	Accomplishments
2020	CRD Manager had productive conversations with the Regions where this was an ongoing issue to ensure compliance with the MD-110 in this area.

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A1, A6	Reclamation's African American (AA) male and female workforce participation rates (2.1% and 1.5%, respectively) are lower than the 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) (10 of 11 for AA males; 10 of 11 for AA females). In FY17, there was underrepresentation in 9 of 11 MCOs for AA males, and 10 of 11 MCOs for AA females, indicating an increase of underrepresentation in these occupations between FY17 and FY18. Some of Reclamation's MCOs lack any AA males or females (1/11 for AA males, and 5/11 for AA females).

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes or No)
Black or African American Males	Yes.
Black or African American Females	Yes.

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed Tables A1, A2, A3, A4, A6, A7, and A8 to track the MCO participation rates, career paths to higher grade level positions, and separation rates for African Americans.
Complaint Data (Trends)	Yes	FY20 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination

		Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data and trends.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Findings have been reviewed for FY 2020.
Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed and analyzed FY19 FEVS data and identified trends.
Exit Interview Data	Yes	Data has been reviewed from December 2016 through FY 2020 and trends have been identified.
Focus Groups	No	No
Interviews	No	No
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.
Other (Please Describe)	No	N/A

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p>While a systematic barrier analysis will continue, an initial barrier has been identified. Reclamation is not sufficiently leveraging African American professional organizations, Historically Black Colleges/Universities, colleges/universities with significant numbers of African American students and minority student internships for recruitment. Additionally, FEVS and exit survey data suggest potential retention issues for African American employees.</p>

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
To increase participation rates of African American men and women, especially in Budget and Engineering occupations, to achieve parity with relevant CLF participation.	12/1/2016	12/31/2019	Yes	09/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Policy Office	Kimberly Rose	Yes
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity and Inclusion Specialist, Civil Rights Division	James Kirkland	Yes
Others as needed	TBD	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
4/01/2019	Cursory review of FEVS results does not reveal striking differences in responses based upon gender or race/national origin. Reclamation will conduct additional review, to include NEW IQ subsets, to see if any subtler discrepancies are found. If so, Reclamation will launch focus groups to ascertain the reasons for the lower scores.		9/30/2019

5/01/2019	Solicit nominations for African American Special Emphasis Program Manager. Review applications and issue appointment letter.		8/30/2019
6/28/2019	Initial review of grievance data shows that minority groups overall file administrative grievances at higher rates than White employees. However, there is not enough data to draw any definitive conclusions on why that is occurring. Reclamation will conduct additional analysis in FY2019 to determine why AA are filing at increased rates, and how that is impacting AA participation in Reclamation's MCOs and overall workforce.	12/31/2022	
7/31/2019	Conduct additional 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.	4/1/2023	
9/30/2019	Develop an action plan based on results of barrier analysis.	4/1/2023	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be developing a Recruitment Toolkit with best practices on how to recruit and encourage diverse candidates to become interested in public service and apply for jobs in government.	9/30/2021	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be assessing current mentorship program and develop an action plan on how to enhance it.	9/30/2021	
9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	9/30/2021	

12/30/2019	Establish recruitment relationships with Historically Black Colleges and Universities (HBCUs), giving priority to schools offering degrees associated with MCOs (e.g., civil engineering). Explore feasibility of hiring students into seasonal jobs, internships, Pathways, and Land Management Flexibility Act, etc., establishing pipeline to permanent BOR jobs.		9/30/2019
1/31/2020	Implement revised Reclamation's Diversity and Inclusion Strategic Plan.	9/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2020	<p>In FY20 Reclamation's African American male and female workforce participation rates (2.2% and 1.5%) remained significantly lower than the Civilian Labor Force (5.5% and 6.5%). In almost all Mission Critical Occupations, African Americans continue having lower than expected participation levels when compared with occupational participation levels in the Civilian Labor Force. Participation levels are lower in the following career fields: human resources management (women); natural resources/biological sciences; accounting (men); budget analysis; civil engineering; mechanical engineering; electrical engineering; contracting (women); electrician (high voltage); industrial equipment mechanic; and electric power controlling.</p> <p>A 10-year trend analysis of participation levels by EEO groups for Reclamation and the Washington/Denver Offices revealed that the extremely low rates for African American men and women have existed for at least a decade. Results of the trend analysis were presented by CRD to the Denver Directors group and will continue in the future. An additional presentation was given to the Reclamation Diversity and Inclusion Council in December 2020.</p> <p>The new Denver-based Special Emphasis Program Manager for the African American Employment Program organized observances commemorating Martin Luther King, Jr. Day and Black History Month. This is a new collateral duty position, and the appointee will serve up to 10% of their work time performing diversity and inclusion assignments as well</p>

as assisting with recruitment activities at Prairie View A & M University and Spelman College. These Historically Black Colleges/Universities have robust engineering programs as well as degrees aligned with many of Reclamation's Mission Critical Occupations.

A voluntary Barrier Analysis Team comprised of CRD's Diversity and Inclusion Manager, additional CRD employees, and an EEO Specialist from each of Reclamation's regions was created in June 2020. Initial analyses and trigger identification focused on Reclamation's FEVS 2019 data. FY 2019 FEVS data analysis showed survey response rates for African American employees dropping over 50% from the previous year's survey (146 respondents down to 71 respondents). The number of survey questions with -5% to -15% responses when compared to the average response considerably dropped, from 22 questions during FEVS 2018 to 8 questions during FEVS 2019. During FEVS 2019 African American employees indicated concerns about the employee-supervisor relationship, work/life balance, and diversity in the workplace. Previous analyses of FEVS 2018 data revealed that African American employees responded less favorably to inclusive workplace environment characteristics of openness and support. Reason(s) for lower FEVS response rates for African American employees should be explored during future barrier analyses.

An analysis of exit survey data over a 3.5 year period showed that the only minority group that responded significantly less favorably to survey questions were African American employees. The most negative responses were for questions asking if they would recommend Reclamation as a good place to work, whether their training and career development needs were met, and if their work environment was inclusive and engaging.

In FY 2020 4.6% of new hires were African Americans, compared with 5.9% of new hires in FY 2019. Both rates of hiring are higher than the participation rates, but if the decreased hiring rate becomes a trend in FY 2021 it could seriously impede efforts to eliminate barriers facing African American employees.

Further analysis, including how separations may be affecting MCO participation levels and retention, focus groups, comparing FEVS responses by gender, and year-over-year trend analysis, is needed to further narrow the triggers for African Americans causing specific barrier(s).

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A3-4, A7 and A-11	<p>Per the August 10, 2017 Memorandum for Heads of Executive Departments and Agencies (the Memo), subject: Hispanics in the Federal Workforce, 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.</p> <p>Reclamation’s Hispanic permanent workforce participation rate for females (3.9%) is lower than the 2010 Civilian Labor Force (CLF) (4.8%), but higher than Reclamation’s Occupational CLF (2.8%). Hispanic male representation is higher than the 2010 CLF and the Occupational CLF. In FY 2020, the participation rates at senior grades for Hispanic men (4.8%) and women (2.6%) are lower than their representation in Reclamation’s permanent workforce (6.7% and 3.9% respectively). Specifically, the participation rate for Hispanic men at the GS-14 level is 2.7% and participation rate for Hispanic women at the GS-13 level is 1.9%.</p>

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger? (Yes or No)
Hispanic or Latino Males	Yes
Hispanic or Latino Females	Yes

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed Tables A-1, A-3, A-4, and A-5 to determine representation at higher grade level positions.
Complaint Data (Trends)	Yes	FY20 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Findings have been reviewed for FY 2020.
Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed and analyzed FY 2019 FEVS data and identified trends.
Exit Interview Data	Yes	Data has been reviewed from December 2016 through FY 2020 and trends have been identified.
Focus Groups	No	No
Interviews	No	No
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.
Other (Please Describe)	No	N/A

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p>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 FY 2019 and will reference past barrier analyses conducted in Reclamation regarding Hispanic employees (e.g, Hispanics within Reclamation Assessment Report, Fiscal Years 2010-2012).</p>

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
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.	8/10/2017	9/30/2018	Yes	9/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Policy Office	Kimberly Rose	Yes
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity and Inclusion Specialist, Civil Rights Division	James Kirkland	Yes
Others as needed	TBD	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
4/01/2019	Cursory review of FEVS results does not reveal striking differences in responses based upon gender or race/national origin. Reclamation will conduct additional review, to include NEW IQ subsets, to see if any subtler discrepancies are found. If so, Reclamation will launch focus groups to ascertain the reasons for the lower scores.		9/30/2019

5/01/2019	Solicit nominations for Hispanic Employment Special Emphasis Program Manager. Review applications and issue appointment letter.		8/30/2019
6/28/2019	Initial review of grievance data shows that minority groups file administrative grievances at higher rates than white employees. However, there is not enough data to draw any definitive conclusions on why that is occurring. Reclamation will conduct additional analysis in FY 2019 to determine why Hispanics or Latinos are filing at increased rates, and how that is impacting Hispanics or Latinos participation in Reclamation's MCOs and overall workforce	4/01/2023	
7/31/2019	Conduct additional 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.	4/01/2023	
9/30/2019	Develop an action plan based on results of barrier analysis.	4/01/2023	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be developing a Recruitment Toolkit with best practices on how to recruit and encourage diverse candidates to become interested in public service and apply for jobs in government.	9/30/2021	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be assessing current mentorship program and develop an action plan on how to enhance it.	9/30/2021	

9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	9/30/2021	
12/30/2019	Establish recruitment relationships with Hispanic American Colleges and Universities (HACUs). Explore feasibility of hiring students into seasonal jobs, internships, Pathways, and Land Management Flexibility Act, etc., establishing pipeline to permanent Reclamation jobs.	9/30/2021	
1/31/2020	Implement revised Reclamation Diversity and Inclusion Strategic Plan.	9/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
FY2020	<p>Reclamation’s Hispanic Heritage Month observance was transmitted via virtual video to an employee audience of 383 people. The event featured a high-grade civil engineer with Reclamation who previously served as past president of the Society of Hispanic Professional Engineers (SHPE). Discussion topics focused on recruitment of Hispanic youth into science, technology, engineering, and math (STEM) careers, employee retention, and the importance of mentorships. Evaluations from attendees were very favorable, such as the following comments: “Keep events such as these coming. They’re so insightful and important not only professionally but personally also and I don’t get the opportunities really otherwise. Thanks again!!” “I’ve been working for Reclamation in the PNC regional office for 3 months now and I am very impressed by the 2 EEO events I’ve attended so far. My previous agency did not hold events like this, I think it would have really benefited from it. So happy to see that things are different in Reclamation and I can’t wait to attend future EEO events!”</p> <p>A 10-year trend analysis of participation levels by EEO groups for Reclamation and the Washington/Denver Offices revealed that participation levels for Hispanic men have consistently been above the CLF level of</p>

5.2%, while levels for Hispanic women have generally been -.9% below the CLF level of 4.8%. Results of the trend analysis were presented by CRD to the Denver Directors group and will continue in the future. An additional presentation is planned for the Reclamation Diversity and Inclusion Council in December 2020. Reclamation could surpass the CLF level for Hispanic women by hiring (and retaining) Hispanic women through multi-year targeted outreach recruitment with a STEM related professional organization like SHPE.

An analysis of exit survey data over a 3.5-year period showed that Hispanic American employees rated survey questions more favorably than other employee groups. In FY 2020, Reclamation started using the Department's exit survey. During this transition period there was a decreased response rate resulting in an insufficient number of responses for analysis.

In the 2019 FEVS, Hispanic employees tended to have higher positive response rates than the overall responses, and there were no responses -5% or more below average responses.

MD-715 – Part I
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A3-4 and A6	<p>Minority participation rates in higher-graded positions do not reflect the same participation rates as in lower-graded positions.</p> <p>Participation rates for minority groups in GS-13 (18.23%), GS-14 (13.96%), GS-15 (12.90%), and SES (21.42%) are lower than Whites when comparing against overall workforce makeup and of the same groups at lower graded positions.</p> <p>Participation rates in the respective grades for the following groups are lower than rates at GS-12 and below: Hispanics or Latinos: GS-13 (7.79%), GS-14 (7.79%), GS-15 (6.31%); Black or African American: GS-13 (2.94%), GS-14 (1.8%), GS-15 (1.61%); Asian: GS-14 (3.6%), GS-15 (0%), SES (0%); Native Hawaiian or Other Pacific Islander: GS-13 (.74%), GS-14 (.45%), GS-15 (0%), SES (0%); American Indian or Alaska Native: GS-13 (1.32%), GS-14 (1.35%), GS-15 (1.61%), SES (7.1%). A glass ceiling exists at the GS-11 and GS-12 for minority groups.</p>

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger? (Yes or No)
All Women	No
Hispanic or Latino Females	Yes
White Females	No
Black or African American Males	Yes
Black or African American Females	Yes
Asian Males	No
Asian Females	Yes
Native Hawaiian or Other Pacific Islander Males	Yes
Native Hawaiian or Other Pacific Islander Females	Yes
American Indian or Alaska Native Males	Yes
American Indian or Alaska Native Females	Yes

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed Tables A3-4 and A6 to track career path of the EEO Group to higher grade level positions.
Complaint Data (Trends)	Yes	FY 2020 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Findings have been reviewed for FY 2020.

Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed FY 2019 FEVS data.
Exit Interview Data	Yes	Data has been reviewed from December 2016 through FY 2020 and trends have been identified.
Focus Groups	No	No.
Interviews	No	No.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.
Other (Please Describe)	No	N/A.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Barrier analysis began in FY 2019 and will be completed, to include review of all relevant sources, in FY 2021.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
To increase minority participation rates in higher-graded positions.	10/01/2018	9/30/2020	Yes	9/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Policy Office	Kimberly Rose	Yes
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity and Inclusion Specialist, Civil Rights Division	James Kirkland	Yes
Others as needed	TBD	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
4/01/2019	Cursory review of FEVS results does not reveal striking differences in responses based upon gender or race/national origin. Reclamation will conduct additional review, to include NEW IQ subsets, to see if subtler discrepancies are found. If so, Reclamation will launch focus groups to ascertain the reasons for the lower scores.		9/30/2019
6/28/2019	Initial review of grievance data shows that minority groups file administrative grievances at higher rates than white employees. However, there is not enough data to draw any definitive conclusions on why that is occurring. Reclamation will conduct additional analysis in FY 2019 to determine why minorities are filing at increased rates, and how that is impacting minority participation in Reclamation's MCOs and overall workforce	4/01/2023	

7/31/2019	Conduct an in-depth barrier analysis Reclamation-wide by reviewing workforce statistics, and other sources of information (e.g., exit surveys; climate assessments; focus groups; surveys), to identify more specific barriers.	4/01/2023	
9/30/2020	Develop an action plan based on results of barrier analysis.	4/01/2023	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be developing a Recruitment Toolkit with best practices on how to recruit and encourage diverse candidates to become interested in public service and apply for jobs in government.	9/30/2021	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be assessing current mentorship program and develop an action plan on how to enhance it.	9/30/2021	
9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	9/30/2021	
1/31/2020	Implement revised BOR Diversity and Inclusion Strategic Plan.	9/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2020	<p>On-going data analysis revealed that for the GS-13 grade level African American men as well as Asian men and women have participation rates higher than their respective rates in the permanent workforce. Hispanic Americans, African American women, Native Hawaiian/Pacific Islanders, American Indian/Alaska Natives, and Two or More Races have lower than expected rates when compared with their overall participation rates in the permanent workforce.</p> <p>At the GS-14 grade level Hispanic women, Asian men, and Native Hawaiian/Pacific Islanders have participation rates higher than their respective rates in the permanent workforce. Hispanic men, African Americans, Asian women, Native Hawaiian/Pacific Islander men, American</p>

	<p>Indian/Alaska Natives, and Two or More Races have lower than expected rates.</p> <p>At the GS-15 grade level, African American men, Native Hawaiian/Pacific Islander men, and Two or More Races men have higher participation levels when compared with their overall participation rates in the permanent workforce. Hispanics, African American women, Asians, Native Hawaiian/Pacific Islander women, American Indian/Alaska Natives, and Two or More Races women continue to have lower participation rates than expected.</p> <p>As a result of this more in-depth analysis, the triggers have been narrowed down more specifically, and this will aid barrier analysis undertaken in outyears.</p>
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MD-715 – Part I
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A-1	Data indicated a higher than expected involuntary separation rate for minorities as a combined group. Involuntary separation rates are too low for specific triggers based upon individual groups.

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes or No)
All Men	No
All Women	No
Hispanic or Latino Males	Yes
Hispanic or Latino Females	Yes
White Males	No
White Females	No.
Black or African American Males	Yes.
Black or African American Females	Yes
Asian Males	Yes
Asian Females	Yes
Native Hawaiian or Other Pacific Islander Males	Yes
Native Hawaiian or Other Pacific Islander Females	Yes

EEO Group	Affected by Trigger (Yes or No)
American Indian or Alaska Native Males	Yes
American Indian or Alaska Native Females	Yes
Two or More Races Males	Yes
Two or More Races Females	Yes

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed tables A-1.
Complaint Data (Trends)	Yes	FY 2020 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	FY 2020 grievance data was analyzed and no significant trends were identified.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Findings have been reviewed for FY 2020.
Climate Assessment Survey (e.g., FEVS)	Yes.	The agency has reviewed FY19 FEVS data.
Exit Interview Data	Yes	Data has been reviewed from December 2016 through FY 2020 and trends have been identified.
Focus Groups	No	No.
Interviews	No	No.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.
Other (Please Describe)	No	N/A.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Barrier analysis began in FY 2018 and will be completed, to include review of all relevant sources, in FY 2021.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Conduct a detailed analysis of reasons diverse employees are involuntarily separating from the agency and develop detailed retention program for targeted groups.	10/01/2018	9/30/2020	Yes	9/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Policy Office	Kimberly Rose	Yes
Manager, Civil Rights Division	Lara Grillos	Yes

Title	Name	Performance Standards Address the Plan? (Yes or No)
Diversity and Inclusion Specialist, Civil Rights Division	James Kirkland	Yes
Others as needed	TBD	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
4/01/2019	<p>Cursory review of FEVS results does not reveal striking differences in responses based upon race/national origin. Reclamation will conduct additional review, to include NEW IQ subsets, to see if any subtler discrepancies are found. If so, Reclamation will launch focus groups to ascertain the reasons for the lower scores.</p>		9/30/2019
6/28/2019	<p>Initial review of grievance data shows that minority groups overall file administrative grievances at higher rates than White employees. However, there is not enough data to draw any definitive conclusions on why that is occurring.</p> <p>Reclamation will conduct additional analysis in FY 2019 to determine why minorities are filing at increased rates, and how that may be related to involuntary separations.</p>	4/01/2023	
7/31/2019	<p>Conduct an in-depth barrier analysis Reclamation-wide by reviewing workforce statistics, including detailed analysis of involuntary separation data, and other sources of information (e.g., climate assessments; focus groups; surveys), to identify more specific barriers.</p>	4/01/2023	
9/30/2019	<p>Develop an action plan based on results of barrier analysis</p>	4/01/2023	

9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be developing a Recruitment Toolkit with best practices on how to encourage diverse candidates to become interested in public service.	9/30/2021	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be assessing current mentorship program and develop an action plan on how to enhance it.	9/30/2021	
9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	9/30/2021	
1/31/2020	Implement revised BOR Diversity and Inclusion Strategic Plan.	9/30/2021	

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2020	<p>On-going barrier analysis conducted in FY20 revealed a lower removal rate for all minorities (21%) compared with the representation level for minorities in the total workforce (24%). Resignations (21%), retirements (19%), and other separations/transfers (24%) were lower than or equal to the total workforce representation levels. Two groups had high transfer rates: African American men transferred at a rate of 4.5% compared with their participation level (2.3%), and Asian men transferred at a rate of 3.4% compared to their participation level (2.9%).</p> <p>An analysis of exit survey data over a 2.5 year period showed that the only minority group that responded significantly less favorably to survey questions were African American employees. The most negative responses were for questions asking if they would recommend Reclamation as a good place to work, whether their training and career development needs were met, and if their work environment was inclusive and engaging.</p>

MD-715 – Part I
Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A-1	Data indicated a higher than expected voluntary separation rate for White females, despite higher FEVS responses and higher participation rates in career development opportunities compared to males.

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes or No)
All Men	No
All Women	Yes
Hispanic or Latino Males	No
Hispanic or Latino Females	No
White Males	No
White Females	Yes
Black or African American Males	No
Black or African American Females	No
Asian Males	No
Asian Females	No
Native Hawaiian or Other Pacific Islander Males	No
Native Hawaiian or Other Pacific Islander Females	No

American Indian or Alaska Native Males	No
American Indian or Alaska Native Females	No
Two or More Races Males	No
Two or More Races Females	No

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed tables A-1.
Complaint Data (Trends)	No	FY 2020 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	FY 2020 grievance data was analyzed and no significant trends were identified.
Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed FY 2019 FEVS data.
Exit Interview Data	Yes	Data has been reviewed from December 2016 through FY 2020 and trends have been identified.
Focus Groups	No	No.
Interviews	No	No.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.
Other (Please Describe)	No.	N/A.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
Barrier analysis began in FY 2018 and will be completed, to include review of all relevant sources, in FY 2021.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Conduct a detailed analysis of reasons White Females are voluntarily separating from the agency and develop detailed retention program. Objective has broadened to include all women.	10/01/2018	9/30/2020	Yes	9/30/2021	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Office	Kimberly Rose	Yes
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity and Inclusion Specialist, Civil Rights Division	James Kirkland	Yes
Others as needed	TBD	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
7/31/2019	Conduct an in-depth barrier analysis Reclamation-wide by reviewing workforce statistics, and other sources of information (e.g. climate assessments; focus groups; surveys), to identify more specific barriers.	4/01/2023	
9/30/2019	Develop an action plan based on results of barrier analysis.	4/01/2023	
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will be assessing current mentorship program and develop an action plan on how to enhance it.	9/30/2021	
9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	9/30/2022	
1/31/2020	Implement revised BOR Diversity and Inclusion Strategic Plan.	9/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2020	<p>The new Denver-based Special Emphasis Program Manager for the Federal Women's Program organized observances commemorating Women's History Month and Women's Equality Day with goals that included promoting career development and retention. This is a new collateral duty position, and the appointee will serve up to 10% of their work time performing diversity and inclusion assignments as well as assisting with recruitment activities.</p> <p>The guest speaker during Women's History Month, Reclamation's first female regional director, discussed career challenges and opportunities, her unique</p>

leadership journey in Federal service, and career advice for employees, in particular women. Evaluations from attendees were very favorable, including the following comment: "I found Maryanne Bach's talk inspiring. She reflected some of the same sentiments I have, as a woman coming out of a male-dominated science work environment. I appreciate her insights in how to be a leader with the agency."

Guest speakers during Women's Equality Day included an economist at the University of Denver who presented a brief history of women in the U.S. labor market and discussed contemporary workplace issues such as the value of caregiving, women in leadership, and the low participation of women in science, technology, engineering, and math (STEM) occupations. A second guest speaker, one of Reclamation's female supervisory civil engineers, discussed successful strategies relating to career development, work/life balance, and recruitment/retention. 554 employees attended this virtual event, and feedback was overwhelmingly positive, with comments such as the following: "Not sure how to improve upon this event. Both speakers were very succinct, knowledgeable, and engaging. I enjoyed the presentation as much as I was dismayed by some of the information presented and how much work we have yet to do." "I really appreciated the presentation from the economist from DU (Denver University). I was concerned that calling the celebration "Women's Equality Day" we would ignore the important work still to be done to achieve equality, but my concerns were quickly dispelled in hearing our guest speaker."

A review of exit interview data for the past 2.5 years showed that white women generally gave lower ratings than white men; however, the differences were not significant. An analysis of FEVS 2019 data did not reveal lower response values for women overall. Women were slightly less satisfied with workplace physical conditions than men, and women responded more favorably when asked if they were held accountable for achieving results. RNO data sorted by gender was not available for analysis.

A review of separation data (Table A1) indicates higher than expected losses for women in the workforce. Total

	separations/losses were 36.5%, higher than the overall representation rate of 31.8%. Especially significant is the rate of resignations by women (41.0%) from Reclamation. The transfer rate by women has decreased in FY 2020 to 34.7% from 44.1% in FY 2019.
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MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A1, A6	Reclamation's Asian female workforce participation rate (1.41%) is lower than the Civilian Labor Force (CLF), which is 1.93%. Additionally, Asian female employees are under-represented in most of Reclamation's mission-critical occupations (MCOs) (6 of 11). Some of Reclamation's MCOs lack any Asian female employees (4 of 11).

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes or No)
Asian Males	No
Asian Females	Yes

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed Tables A1, A2, A3, A4, A6, A7, and A8 to track the MCO participation rates, career paths to higher grade level positions, and separation rates for Asian women.
Complaint Data (Trends)	Yes	FY 2020 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data and trends.

Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Findings have been reviewed for FY 2020.
Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed and analyzed FY 2019 FEVS data and identified trends.
Exit Interview Data	Yes	Data has been reviewed from December 2016 through FY 2020 and trends have been identified.
Focus Groups	No	No.
Interviews	No	No.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	No
Other (Please Describe)	No	N/A.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
While a systematic barrier analysis will continue, an initial barrier has been identified. The occupational CLF for Reclamation's MCOs provides a relatively small applicant pool for Asian women. More barrier analysis will be conducted to identify further trends.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
To increase participation rates of Asian women, especially General Natural Resources Management & Biological Sciences occupations, to achieve parity with relevant CLF participation.	12/01/2020	12/31/2024	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Policy Office	Kimberly Rose	Yes
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity and Inclusion Specialist, Civil Rights Division	James Kirkland	Yes
Others as needed	TBD	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
4/01/2023	Cursory review of FEVS results show a mix of positive and negative results for Asian employees. Reclamation will conduct additional review with an emphasis on gender to see if any subtler discrepancies are found. If so, Reclamation will launch focus groups to ascertain the reasons for the lower scores.		

5/01/2023	Solicit nominations for Asian/Pacific American Special Emphasis Program Manager. Review applications and issue appointment letter.		
4/01/2023	Initial review of grievance data shows that minority groups overall file administrative grievances at higher rates than White employees. However, there is not enough data to draw any definitive conclusions on why that is occurring.		
4/01/2022	Hire and retain additional CRD staff to perform more in-depth barrier analysis.		
12/30/2022	Establish recruitment relationships with Asian American professional organizations with an emphasis on Reclamation's MCOs.		
4/01/2023	Conduct additional 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.		
4/01/2023	Develop an action plan based on results of barrier analysis.		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	No accomplishments. This is a newly identified barrier.

MD-715 – Part I

Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A1, A6	Reclamation's White female workforce participation rate (22.78%) is lower than the Civilian Labor Force (CLF), which is 34.03%. Additionally, White female employees are under-represented in several of Reclamation's mission-critical occupations (MCOs) (5 of 11). White women's participation rate in separations is 29.19%, which is higher than their representation in the permanent workforce (22.78%).

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes or No)
White Males	No
White Females	Yes

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed Tables A1, A2, A3, A4, A6, A7, and A8 to track the MCO participation rates, career paths to higher grade level positions, and separation rates for White Women.
Complaint Data (Trends)	Yes	FY 2020 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data and trends.

Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Findings have been reviewed for FY 2020.
Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed and analyzed FY19 FEVS data and identified trends.
Exit Interview Data	Yes	Data has been reviewed from December 2016 through FY 2020 and trends have been identified.
Focus Groups	No	No.
Interviews	No	No.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.
Other (Please Describe)	No	N/A.

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	Yes

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
While a systematic barrier analysis will continue, an initial barrier has been identified. The occupational CLF for some of Reclamation's MCOs provides a relatively small applicant pool for White women. More barrier analysis will be conducted to identify further trends.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
To increase participation rates of White women, especially General Natural Resources Management & Biological Sciences, Accounting, and Contracting occupations, to achieve parity with relevant CLF participation.	12/01/2020	12/31/2024	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Human Resources Policy Office	Kimberly Rose	Yes
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity and Inclusion Specialist, Civil Rights Division	James Kirkland	Yes
Others as needed	TBD	

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
4/01/2023	Cursory review of FEVS results show that White employees have a relatively positive view of the workplace. Reclamation will conduct additional review with an emphasis on gender to see if any subtler discrepancies are found. If so, Reclamation will launch focus groups to ascertain the reasons for the lower scores.		

9/30/2021	Support the Federal Women's Program Special Emphasis Program Manager and host Women's History Month Special Observances.		
4/01/2022	Hire and retain additional staff to perform more in-depth barrier analysis.		
4/01/2023	Conduct additional 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.		
4/01/2023	Develop an action plan based on results of barrier analysis.		
12/30/2023	Establish recruitment relationships with professional organizations for women with an emphasis on Reclamation's MCOs.		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	No accomplishments. This is a newly identified barrier.

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 <input type="radio"/> | No <input checked="" type="radio"/> |
| b. Cluster GS-11 to SES (PWD) | Yes <input type="radio"/> | No <input checked="" type="radio"/> |

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 <input type="radio"/> | No <input checked="" type="radio"/> |
| b. Cluster GS-11 to SES (PWTD) | Yes <input type="radio"/> | No <input checked="" type="radio"/> |

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 No

To ensure that Reclamation provides adequate staff to promote the hiring, advancement, and retention of qualified individuals with disabilities in the workforce, we need to enhance the role and responsibilities of the Disability Program Manager for Reclamation-wide program development. Currently, there are insufficient resources dedicated to outreach recruitment, retention, and advancement initiatives such as the development and maintenance of mentoring programs for employees with disabilities. Additional SEPMs for PWD and PWTD in each region need to be selected and trained. Efforts also need to be increased to hire a Section 508 Coordinator for Reclamation.

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	50			Mark Susi, HR Specialist, Human Resources Division, msusi@usbr.gov
Answering questions from the public about hiring authorities that take disability into account	50			Mark Susi, HR Specialist, Human Resources Division, msusi@usbr.gov
Processing reasonable accommodation requests from applicants and employees	7			Tanya Klawikowski, HR Specialist, Human Resources Division, tklawikowski@usbr.gov

Section 508 Compliance		6		The position is currently vacant.
Architectural Barriers Act Compliance	1		4	Civil Rights Analyst (vacant), Civil Rights Division
Special Emphasis Program for PWD and PWTD	1		2	James Kirkland, Equal Employment Specialist, Civil Rights Division, jkirkland@usbr.gov

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

Yes No

In FY 2020 the Diversity and Inclusion Manager and the Selective Placement Coordinator were members of the Department’s Individuals with Disability Employment Inter Bureau Expert Team. Members of the team received on-the-job training to promote and increase the employment and retention effort for individuals with disabilities.

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 No

To enhance the role of Reclamation’s Disability Program Manager, Reclamation will also provide sufficient funding for training and internship programs that lead directly to employment for individuals with disabilities.

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 send 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.

Reclamation's Technical Services Center (TSC) has initiated a recruitment relationship with the National Technical Institute for the Deaf (NTID) located at the Rochester Institute of Technology in New York. A recruitment team from TSC and HR has participated in 3 consecutive career fairs at NTID, including one in October 2019, and successfully recruited engineering students to participate in the Resource Assistant Internship Program hosted by the TSC. One of these interns was hired as a permanent employee via the Schedule A hiring authority for people with disabilities in FY 2020 at the TSC.

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 Appointment (VRA) 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.

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 Veterans 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 Department of Veterans Affairs (VA) letter 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 No N/A

New supervisors learn about these hiring authorities during a weeklong supervisor training course, “Reclamation Strategies for Successful Supervision.” They are also reminded of these authorities during the PRC process, described above. Required refresher training on the use of hiring authorities, “Uniformed Services Employment and Reemployment Act” is assigned to all supervisors via DOI Talent on a bi-annual basis. This training includes descriptions of hiring authorities applicable to veterans/people with disabilities.

State and local rehabilitation departments continue to be invited to present disability awareness training to our managers and employees, with events typically occurring annually. CRD collaborated with VA’s Office of Vocational Rehabilitation and Employment (VR&E) in Denver to provide a workshop on processes to hire veterans with disabilities during National Disability Employment Awareness Month.

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 PWTDD, in securing and maintaining employment.

Reclamation has been successful involving managers and supervisors in recruitment activities addressing barriers and identifying solutions to overcome barriers while recruiting a diverse workforce. In all regions, Pre-Recruitment Consultations (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.

In FY 2020 recruiting relationships were expanded and enhanced with the VA VR&E office in Denver as well as the Center of Employment at the National Technical Institute for the Deaf in Rochester, New York. The Special Emphasis Program Manager for People with Disabilities partnered with NTID faculty and administration to develop a National Disability Employment Awareness month event open to all Department employees. The observance will highlight NTID’s 4-year internship and recruitment partnership with Reclamation’s Technical Service Center the theme of the event: “Maximizing Recruitment and Internship Partnerships with the National Technical Institute for the Deaf (NTID).”

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 No N/A
- b. New Hires for Permanent Workforce (PWTD) Yes No N/A

In the middle of the fiscal year, Reclamation transitioned to a different staffing/recruitment platform, USA Staffing. In FY 2021, additional staff in CRD will be equipped with USA Staffing data analysis tools to retrieve complete sets of applicant supply data for MCOs.

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 No N/A
- b. New Hires for MCO (PWTD) Yes No N/A

In the middle of the fiscal year, Reclamation transitioned to a different staffing/recruitment platform, USA Staffing. In FY 2021, additional staff in CRD will be equipped with USA Staffing data analysis tools to retrieve complete sets of applicant supply data for MCOs.

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 No N/A
- b. Qualified Applicants for MCO (PWTD) Yes No N/A

In the middle of the fiscal year, Reclamation transitioned to a different staffing/recruitment platform, USA Staffing. In FY 2021, additional staff in CRD will be equipped with USA Staffing data analysis tools to retrieve complete sets of applicant supply data for MCOs.

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 No N/A

b. Promotions for MCO (PWTD) Yes No N/A

In the middle of the fiscal year, Reclamation transitioned to a different staffing/recruitment platform, USA Staffing. In FY 2021, additional staff in CRD will be equipped with USA Staffing data analysis tools to retrieve complete sets of applicant supply data for MCOs.

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.

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

Reclamation continues to exceed Federal goals for employment of people with disabilities, with a total workforce for FY 2020 consisting of 14.75% PWD and 3.7% PWTD. To ensure continued success, the Civil Rights Division will lead efforts to establish additional recruitment partnerships in the regions with the Veterans Benefits Administration, Office of Vocational Rehabilitation and Employment as well as partnerships with state disability employment offices to assist individuals with disabilities in securing gainful employment commensurate with their abilities.

Participation in the Workforce Recruitment Program (WRP) will also be coordinated by the Civil Rights Division and the Human Resources Division. The WRP is a recruitment and referral program that connects Federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities seeking temporary or permanent jobs. WRP is managed by the U.S. Department of Labor and U.S. Department of Defense.

In observance of National Disability Employment Awareness Month, senior leadership communicates the importance and benefits of hiring and retaining PWD/PWTD

employees, and the Civil Rights Division and regional EEO offices host events featuring several brown bag training sessions focusing on disability issues. These events will highlight significant contributions of people with disabilities, inform the workforce of the value of diversity, and prepare individuals for interviews by offering mock interview workshops. Reclamation will continue a bi-annual campaign that allows employees to review and update their self-identification disability status.

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 and 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 that include a minimum 60-day developmental assignment in a leadership position. RLDP is a competitive opportunity with an in-depth selection process.

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

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

Training Programs	25	8	8%	0%	0%	0%
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 No
- b. Selections (PWD) Yes No

8% of the applicants for the Reclamation Leadership Training Program were PWD and zero were selected for the course.
--

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 No
- b. Selections (PWTD) Yes No

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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 No
- b. Awards, Bonuses, & Incentives (PWTD) Yes No

--

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 No
- b. Pay Increases (PWTD) Yes No

11.4% of QSIs were given to PWD and 3.26% were given to PWTD.

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 No N/A
- b. Other Types of Recognition (PWTD) Yes No N/A

D. PROMOTIONS

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

a. SES

- i. Qualified Internal Applicants (PWD) Yes No N/A X
- ii. Internal Selections (PWD) Yes No N/A X

b. Grade GS-15

- i. Qualified Internal Applicants (PWD) Yes No N/A X
- ii. Internal Selections (PWD) Yes No N/A X

c. Grade GS-14

- i. Qualified Internal Applicants (PWD) Yes No N/A X
- ii. Internal Selections (PWD) Yes No N/A X

d. Grade GS-13

- i. Qualified Internal Applicants (PWD) Yes No N/A X
- ii. Internal Selections (PWD) Yes No N/A X

In the middle of the fiscal year, Reclamation transitioned to a different staffing/recruitment platform, USA Staffing. In FY 2021, additional staff in CRD will be equipped with USA Staffing data analysis tools to retrieve complete sets of applicant supply data for MCOs.
--

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 No N/A

ii. Internal Selections (PWTD) Yes No N/A

b. Grade GS-15

i. Qualified Internal Applicants (PWTD) Yes No N/A

ii. Internal Selections (PWTD) Yes No N/A

c. Grade GS-14

i. Qualified Internal Applicants (PWTD) Yes No N/A

ii. Internal Selections (PWTD) Yes No N/A

d. Grade GS-13

i. Qualified Internal Applicants (PWTD) Yes No N/A

ii. Internal Selections (PWTD) Yes No N/A

In the middle of the fiscal year, Reclamation transitioned to a different staffing/recruitment platform, USA Staffing. In FY 2021, additional staff in CRD will be equipped with USA Staffing data analysis tools to retrieve complete sets of applicant supply data for MCOs.

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 No N/A
- b. New Hires to GS-15(PWD) Yes No N/A
- c. New Hires to GS-14 (PWD) Yes No N/A
- d. New Hires to GS-13(PWD) Yes No N/A

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 No N/A
- b. New Hires to GS-15 (PWTD) Yes No N/A
- c. New Hires to GS-14 (PWTD) Yes No N/A
- d. New Hires to GS-13 (PWTD) Yes No N/A

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 No N/A

ii. Internal Selections (PWD) Yes No N/A

b. Managers

i. Qualified Internal Applicants (PWD) Yes No N/A

ii. Internal Selections (PWD) Yes No N/A

c. Supervisors

i. Qualified Internal Applicants (PWD) Yes No N/A

ii. Internal Selections (PWD) Yes No N/A

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 No N/A

ii. Internal Selections (PWTD) Yes No N/A

b. Managers

i. Qualified Internal Applicants (PWTD) Yes No N/A

ii. Internal Selections (PWTD) Yes No N/A

c. Supervisors

i. Qualified Internal Applicants (PWTD) Yes No N/A

ii. Internal Selections (PWTD) Yes No N/A

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 <input type="radio"/> | No <input type="radio"/> | N/A <input checked="" type="checkbox"/> |
| b. New Hires for Managers (PWD) | Yes <input type="radio"/> | No <input type="radio"/> | N/A <input checked="" type="checkbox"/> |
| c. New Hires for Supervisors (PWD) | Yes <input type="radio"/> | No <input type="radio"/> | N/A <input checked="" type="checkbox"/> |

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 <input type="radio"/> | No <input type="radio"/> | N/A <input checked="" type="checkbox"/> |
| b. New Hires for Managers (PWTD) | Yes <input type="radio"/> | No <input type="radio"/> | N/A <input checked="" type="checkbox"/> |
| c. New Hires for Supervisors (PWTD) | Yes <input type="radio"/> | No <input type="radio"/> | N/A <input checked="" type="checkbox"/> |

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 No N/A

As of the end of FY 2020, 21 employees were converted to career appointments, and 10 Schedule A employees were separated and not converted into the competitive service. CRD will request additional information from HR to determine if these employees were eligible for conversion based on satisfactory service.

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 <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. Involuntary Separations (PWD) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Voluntary separation rates were higher than the inclusion rate for PWD for Resignations (21.6%) and Other Separations (17.6%).

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 <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. Involuntary Separations (PWTD) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

Voluntary separation rates were higher than the inclusion rate for PWTD in the following actions: resignations (5.0%); retirements (5.0%); and significantly higher for Other Separations, e.g. transfers (6.7%).

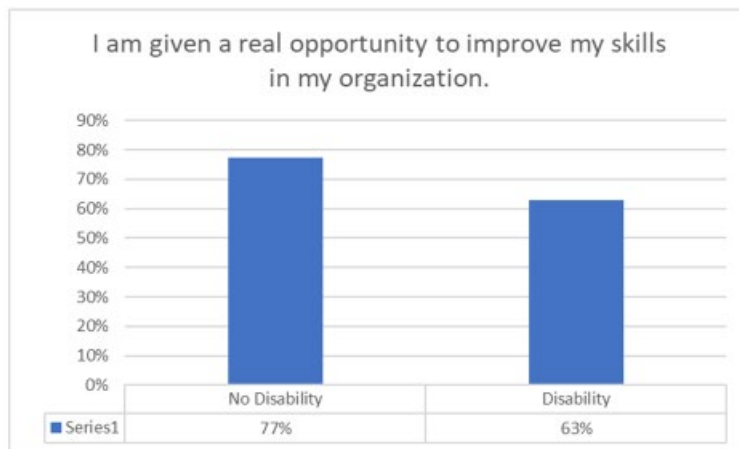
4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

An analysis of exit survey responses from December 2016 to September 2020 for PWD and PWTD revealed that these groups responded less favorably than other minority and non-minority groups to the following survey topics: recommending Reclamation as a good place to work; the work environment was inclusive and engaging; executives/high level management strived to improve the work environment for employees; everyone in my workgroup was treated equitably regarding employment practices; I could disclose a suspected violation of any law, rule, or

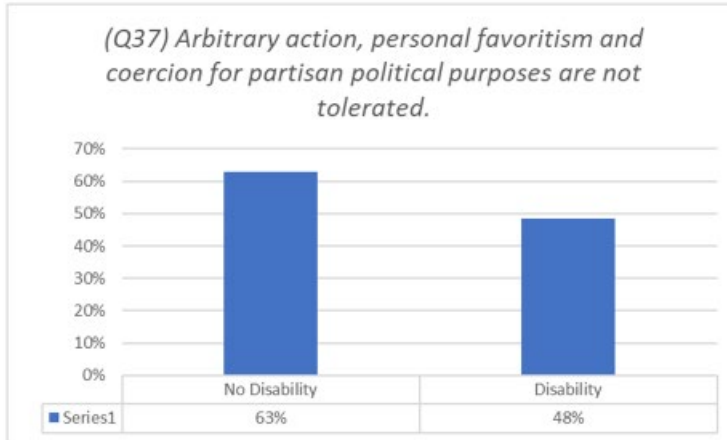
regulations without fear of reprisal; and overall communication was clear and effective.

Analyses of FEVS 2018 and FEVS 2019 data revealed a significant trend: PWD responses were lower than average favorable responses in all survey items (71 Questions) for 2 years in a row. Among the greatest differences (-10% to -15%) were topics relating to opportunities to demonstrate leadership skills, telework, employee development, and utilization of talent.

FEVS 2019 – Disabilities



FEVS 2019 – Disabilities



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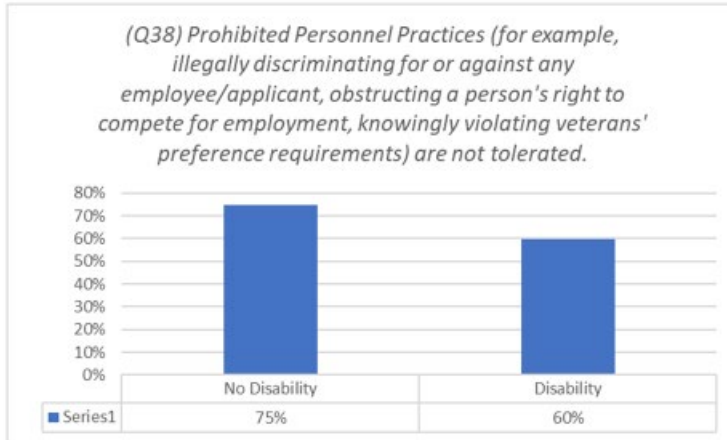
FEVS 2019 – Disabilities



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FEVS 2019 – Disabilities



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The chart below illustrates the magnitude of lower satisfaction among employees with disabilities.

FEVS 2019 – Disabilities

{71 Q's}	Survey %	0% to -5%	-5% to -10%	-10% to -15%	-15% to -20%	Total
No Disability	83.2	-	-	-	-	-
Disability	16.8	12	40	19	0	71

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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.

This public website is located at the following address:
<https://www.usbr.gov/crd/complaints.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.

The Civil Rights Division is completing a major revision re-establishing directives and standards to implement the Federally conducted program compliance with the Architectural Barriers Act, Section 504 of the Rehabilitation Act, and 43 CFR 17 at CRM 03-01 in the Reclamation Manual. Reclamation is also planning 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 is normally within 10 days. In FY 2020 49 out of 53 initial requests were processed 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. 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. Since implementation and during FY 2020, Reclamation has yet to receive any PAS requests.

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 No N/A
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 No N/A
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 had one settlement agreement and one finding of discrimination based on disability status during FY 2020. Corrective actions included providing training to all supervisors on reasonable accommodation in the region where the discrimination occurred.

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 No N/A
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 No N/A
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 had one finding of discrimination based on disability status during FY 2020. The agency compensated the complainant for backpay, compensatory damages, and attorney's fees and costs. The agency also posted a notice of a finding in a prominent location.

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 No

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

Yes No N/A

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	Using the qualified applicant pool as the benchmark, triggers exist for PWD and/or PWTD among new hires for mission-critical occupations (MCOs)	
Barrier(s)	Selecting officials are hiring PWD and PWTD for MCOs at relatively low rates.	
Objective(s)	Increase hiring rates of PWD and PWTD new hires for MCOs to match total hiring rate benchmarks for these occupations.	
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)	
Manager, Civil Rights Division (CRD); Disability Program Manager, Human Resources Policy and Programs Division (HRPPD); Diversity and Inclusion Specialist, CRD	Yes	
Barrier Analysis Process Completed?	Barrier(s) Identified?	

(Yes or No)		(Yes or No)		
No		Yes		
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected		
Workforce Data Tables	Yes	PWD/PWTD hiring rates for MCOs.		
Complaint Data (Trends)	Yes	FY20 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.		
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data.		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Decisions have been reviewed.		
Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed and analyzed FY 2019 FEVS data and identified trends.		
Exit Interview Data	Yes	The agency has reviewed and analyzed Exit Interview data and identified trends.		
Focus Groups	No			
Interviews	No			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.		
Other (Please Describe)				
Target Date	Planned Activities	Sufficient Staffing	Modified Date	Completion Date

(mm/dd/yyyy)		& Funding (Yes or No)	(mm/dd/yyyy)	(mm/dd/yyyy)
1/25/2019	Establish recruitment relationship with VA Regional Office of Vocational Rehabilitation and Employment (VRE) in Denver. Explore feasibility of enrolling disabled veterans in VA training/work experience programs at Reclamation sites.			9/30/2019
2/01/2019	Determine workforce characteristics of MCO employees (length of service, projected retirement rates, turnover rates, etc.) in support of business case for targeted MCO outreach recruitment.		12/30/2020	
2/08/2019	Assemble team to create recruitment plan for PWD/PWTD, including hiring manager(s) of MCOs; representatives from CRD, HRPPD, and HR Operations; and SMEs from regional offices.		9/30/2021	
2/22/2019	Create focus group(s) of hiring officials for highest demand MCOs and identify methods to increase PWD/PWTD hiring rates.		9/30/2021	
3/01/2019	Review and consider revising training module on special hiring authorities for PWD/PWTD for managers and supervisors.		9/30/2021	
3/08/2019	Draft MCO recruitment plan for PWD/PWTD.		9/30/2021	
3/29/2019	Develop recruitment materials that address MCO career opportunities within Reclamation.		9/30/2021	

4/12/2019	CRD and HRPPD managers will finalize and implement MCO recruitment plan for PWD/PWTD.		9/30/2021	
4/19/2019	Develop recruitment strategies for MCOs using Workforce Recruitment Program at post-secondary schools in proximity to Reclamation worksites.		9/30/2021	
4/30/2019	Launch (revised) training module on special hiring authorities for PWD/PWTD for managers and supervisors.		9/30/2021	
6/03/2019	Draft multi-year PWD/PWTD recruitment plan for MCOs.		9/30/2021	
7/10/2019	Diversity and Inclusion Program Manager, HR recruiters, and Diversity Change Agents register as WRP recruiter(s) beginning 6/03/2019.		9/30/2021	
9/30/2019	Work with Diversity and Inclusion Council to draft updated Reclamation's Diversity and Inclusion Strategic Plan.		9/30/2022	
1/31/2020	Implement revised Reclamation's Diversity and Inclusion Strategic Plan.		9/30/2022	
Fiscal Year	Accomplishments			
FY 2020	CRD collaborated with VA's Office of Vocational Rehabilitation and Employment (VR&E) in Denver to provide a workshop on processes to hire veterans with disabilities. Recruiting relationships were expanded and enhanced with the VA VR&E office in Denver as well as the Center on Employment at the National Technical Institute for the Deaf.			
Trigger 2	Using the relevant and qualified applicant pools as benchmarks, triggers exist for PWD and PWTD among the qualified internal applicants for mission-critical occupations (MCO).			
Barrier(s)	Selecting officials are promoting PWD and PWTD for MCOs at relatively lower rates.			

Objective(s)	Increase percentage of PWD and PWTD being promoted in MCOs to reach inclusion rates.	
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)	
Manager, Civil Rights Division (CRD); Disability Program Manager, Human Resources Policy and Programs Division (HRPPD); Diversity and Inclusion Specialist, CRD	Yes	
Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)	
No	Yes	
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	PWD/PWTD promotion rates for MCOs.
Complaint Data (Trends)	Yes	FY 2019 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.
Grievance Data (Trends)	Yes	The agency has gathered and analyzed grievance data.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	EEO Decisions have been reviewed.
Climate Assessment Survey (e.g., FEVS)	Yes	The agency has reviewed and analyzed FY 2019 FEVS data and identified trends.

Exit Interview Data	Yes	The agency has reviewed and analyzed Exit Interview data and identified trends.		
Focus Groups	No			
Interviews	No			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC reports.		
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)
05/01/2019	Solicit nominations for Special Emphasis Program Manager for PWD. Review applications and issue appointment letter.			8/25/2019
06/28/2019	Conduct PWD focus group before National Disability Employment Awareness month (October).		9/30/2021	
08/15/2019	Conduct an in-depth barrier analysis Reclamation-wide by reviewing workforce statistics and other information sources (e.g., complaint data; climate assessments; focus groups; exit interview data) to identify triggers and root causes.		9/30/2023	
08/30/2019	Develop action plan based on results of barrier analysis.		9/30/2023	

9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will assess current mentorship program and develop action plan to enhance it.		9/30/2023	
Fiscal Year	Accomplishments			
FY 2020	A new Denver-based SEPM has been appointed for the People with Disabilities Employment Program. This is a new collateral duty position, and the appointee has been serving up to 10% of their work time performing diversity and inclusion assignments.			
Trigger 3	PWD involuntary separation rate (50% of involuntary separations) exceeded the inclusion rate (14.6%).			
Barrier(s)	Involuntary separation rates for PWD are relatively high.			
Objective(s)	Increase retention rates for PWD while determining if any discriminatory or unconsciously biased employment practices are contributing to high involuntary separation rates for PWD.			
Responsible Official(s)		Performance Standards Address the Plan?		
		(Yes or No)		
Manager, Civil Rights Division (CRD); Disability Program Manager, Human Resources Policy and Programs Division (HRPPD); Diversity and Inclusion Specialist, CRD				
Barrier Analysis Process Completed?		Barrier(s) Identified?		
(Yes or No)		(Yes or No)		
No		Yes		
Sources of Data	Sources Reviewed?	Identify Information Collected		

		(Yes or No)			
Workforce Data Tables		Yes	PWD/PWTD separation rates.		
Complaint Data (Trends)		Yes	FY 2020 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Report (EEO-462) data reviewed.		
Grievance Data (Trends)		Yes	The agency has gathered and analyzed grievance data.		
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		Yes	EEO Decisions have been reviewed.		
Climate Assessment Survey (e.g., FEVS)		Yes	The agency has reviewed and analyzed FY19 FEVS data and identified trends.		
Exit Interview Data		Yes	The agency has reviewed and analyzed Exit Interview data and identified trends.		
Focus Groups		No			
Interviews		No			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		No	EEOC reports.		
Other (Please Describe)					
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)	

		(Yes or No)		
01/31/2019	Explore reasons why no exit survey respondents self-identified as PWD. If survey methodology is flawed, implement fix(es) to provide PWD exit survey data.			1/30/2019
07/01/2019	Conduct in-depth barrier analysis Reclamation-wide. Review workforce statistics, including detailed analysis of involuntary separation data, as well as other information sources (e.g., complaint data; climate assessments; focus groups) to identify triggers and root causes.		9/30/2023	
08/02/2019	Develop action plan based on results of barrier analysis.		9/30/2023	
Fiscal Year	Accomplishments			
FY 2020				

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

The Civil Rights Division was understaffed in FY 2020 and was only able to complete aspects of a complete barrier analysis. Additional analyses will be completed as described in the above action plans.

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

Re-staffing the Civil Rights Division allowed the office to complete portions of barrier analysis and plan out the remainder for upcoming fiscal years.

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.

Target dates have been modified in action plans to reflect more realistic attainment of program improvements.

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Table A1: TOTAL WORKFORCE - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Employment Tenure		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
All-occupations CLF	%	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
Organizational CLF	%	100.00	66.05	33.95	4.63	2.72	52.13	24.76	4.92	3.97	3.33	1.89	0.07	0.05	0.66	0.35	0.31	0.20
TOTAL WORKFORCE																		
Prior FY	#	5436	3705	1731	359	217	2889	1258	122	81	152	71	24	11	125	69	34	24
	%	100.00	68.16	31.84	6.60	3.99	53.15	23.14	2.24	1.49	2.80	1.31	0.44	0.20	2.30	1.27	0.63	0.44
Current FY	#	5377	3670	1707	362	214	2853	1225	123	85	156	76	23	12	118	69	35	26
	%	100.00	68.25	31.75	6.73	3.98	53.06	22.78	2.29	1.58	2.90	1.41	0.43	0.22	2.19	1.28	0.65	0.48
Difference	#	-59	-35	-24	3	-3	-36	-33	1	4	4	5	-1	1	-7	0	1	2
Ratio Change	%	0.00	0.10	-0.10	0.13	-0.01	-0.09	-0.36	0.04	0.09	0.11	0.11	-0.01	0.02	-0.10	0.01	0.03	0.04
Net Change	%	-1.09	-0.94	-1.39	0.84	-1.38	-1.25	-2.62	0.82	4.94	2.63	7.04	-4.17	9.09	-5.60	0.00	2.94	8.33
EMPLOYEE GAINS																		
New Hires	#	583	373	210	32	19	288	152	16	11	18	15	5	1	11	8	3	4
	%	100.00	63.98	36.02	5.49	3.26	49.40	26.07	2.74	1.89	3.09	2.57	0.86	0.17	1.89	1.37	0.51	0.69
EMPLOYEE LOSSES																		
Reduction in Force	#	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
Removal	#	14	10	4	1	1	8	3	1	0	0	0	0	0	0	0	0	0
	%	100.00	71.43	28.57	7.14	7.14	57.14	21.43	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Resignation	#	139	82	57	5	5	66	46	2	2	4	2	1	0	3	1	1	1
	%	100.00	58.99	41.01	3.60	3.60	47.48	33.09	1.44	1.44	2.88	1.44	0.72	0.00	2.16	0.72	0.72	0.72
Retirement	#	182	116	66	7	6	98	55	1	0	1	3	0	0	9	2	0	0
	%	100.00	63.74	36.26	3.85	3.30	53.85	30.22	0.55	0.00	0.55	1.65	0.00	0.00	4.95	1.10	0.00	0.00
Other Separations	#	268	175	93	13	8	131	72	12	5	9	2	3	0	5	5	2	1
	%	100.00	65.30	34.70	4.85	2.99	48.88	26.87	4.48	1.87	3.36	0.75	1.12	0.00	1.87	1.87	0.75	0.37
Total Separations	#	603	383	220	26	20	303	176	16	7	14	7	4	0	17	8	3	2
	%	100.00	63.52	36.48	4.31	3.32	50.25	29.19	2.65	1.16	2.32	1.16	0.66	0.00	2.82	1.33	0.50	0.33

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Table A1: TOTAL WORKFORCE - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Employment Tenure		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
All-occupations CLF	%	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
Organizational CLF	%	100.00	66.05	33.95	4.63	2.72	52.13	24.76	4.92	3.97	3.33	1.89	0.07	0.05	0.66	0.35	0.31	0.20
PERMANENT WORKFORCE																		
Prior FY	#	5301	3607	1694	348	210	2817	1232	118	80	146	71	24	11	120	67	34	23
	%	100.00	68.04	31.96	6.56	3.96	53.14	23.24	2.23	1.51	2.75	1.34	0.45	0.21	2.26	1.26	0.64	0.43
Current FY	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Difference	#	-52	-27	-25	4	-4	-33	-30	4	4	4	2	-1	0	-6	0	1	3
Ratio Change	%	0.00	0.16	-0.16	0.14	-0.04	-0.10	-0.34	0.10	0.09	0.10	0.05	-0.01	0.00	-0.09	0.01	0.03	0.06
Net Change	%	-0.98	-0.75	-1.48	1.15	-1.90	-1.17	-2.44	3.39	5.00	2.74	2.82	-4.17	0.00	-5.00	0.00	2.94	13.04
EMPLOYEE GAINS																		
New Hires	#	479	307	172	29	13	234	129	14	10	15	10	4	0	8	6	3	4
	%	100.00	64.09	35.91	6.05	2.71	48.85	26.93	2.92	2.09	3.13	2.09	0.84	0.00	1.67	1.25	0.63	0.84
EMPLOYEE LOSSES																		
Reduction in Force	#	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
Removal	#	11	8	3	1	1	6	2	1	0	0	0	0	0	0	0	0	0
	%	100.00	72.73	27.27	9.09	9.09	54.55	18.18	9.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Resignation	#	123	77	46	5	3	62	38	2	1	3	2	1	0	3	1	1	1
	%	100.00	62.60	37.40	4.07	2.44	50.41	30.89	1.63	0.81	2.44	1.63	0.81	0.00	2.44	0.81	0.81	0.81
Retirement	#	182	116	66	7	6	98	55	1	0	1	3	0	0	9	2	0	0
	%	100.00	63.74	36.26	3.85	3.30	53.85	30.22	0.55	0.00	0.55	1.65	0.00	0.00	4.95	1.10	0.00	0.00
Other Separations	#	210	133	77	11	8	97	58	8	5	9	2	3	0	3	3	2	1
	%	100.00	63.33	36.67	5.24	3.81	46.19	27.62	3.81	2.38	4.29	0.95	1.43	0.00	1.43	1.43	0.95	0.48
Total Separations	#	526	334	192	24	18	263	153	12	6	13	7	4	0	15	6	3	2
	%	100.00	63.50	36.50	4.56	3.42	50.00	29.09	2.28	1.14	2.47	1.33	0.76	0.00	2.85	1.14	0.57	0.38

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Table A1: TOTAL WORKFORCE - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Employment Tenure		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
All-occupations CLF	%	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
Organizational CLF	%	100.00	66.05	33.95	4.63	2.72	52.13	24.76	4.92	3.97	3.33	1.89	0.07	0.05	0.66	0.35	0.31	0.20
TEMPORARY WORKFORCE																		
Prior FY	#	135	98	37	11	7	72	26	4	1	6	0	0	0	5	2	0	1
	%	100.00	72.59	27.41	8.15	5.19	53.33	19.26	2.96	0.74	4.44	0.00	0.00	0.00	3.70	1.48	0.00	0.74
Current FY	#	128	90	38	10	8	69	23	1	1	6	3	0	1	4	2	0	0
	%	100.00	70.31	29.69	7.81	6.25	53.91	17.97	0.78	0.78	4.69	2.34	0.00	0.78	3.13	1.56	0.00	0.00
Difference	#	-7	-8	1	-1	1	-3	-3	-3	0	0	3	0	1	-1	0	0	-1
Ratio Change	%	0.00	-2.28	2.28	-0.34	1.06	0.57	-1.29	-2.18	0.04	0.24	2.34	0.00	0.78	-0.58	0.08	0.00	-0.74
Net Change	%	-5.19	-8.16	2.70	-9.09	14.29	-4.17	-11.54	-75.00	0.00	0.00	0.00	0.00	0.00	-20.00	0.00	0.00	-100.00
EMPLOYEE GAINS																		
New Hires	#	104	66	38	3	6	54	23	2	1	3	5	1	1	3	2	0	0
	%	100.00	63.46	36.54	2.88	5.77	51.92	22.12	1.92	0.96	2.88	4.81	0.96	0.96	2.88	1.92	0.00	0.00
EMPLOYEE LOSSES																		
Reduction in Force	#	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
Removal	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	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
Resignation	#	16	5	11	0	2	4	8	0	1	1	0	0	0	0	0	0	0
	%	100.00	31.25	68.75	0.00	12.50	25.00	50.00	0.00	6.25	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retirement	#	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 Separations	#	58	42	16	2	0	34	14	4	0	0	0	0	0	2	2	0	0
	%	100.00	72.41	27.59	3.45	0.00	58.62	24.14	6.90	0.00	0.00	0.00	0.00	0.00	3.45	3.45	0.00	0.00
Total Separations	#	77	49	28	2	2	40	23	4	1	1	0	0	0	2	2	0	0
	%	100.00	63.64	36.36	2.60	2.60	51.95	29.87	5.19	1.30	1.30	0.00	0.00	0.00	2.60	2.60	0.00	0.00

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Table A2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Race, Ethnicity, and Sex (Participation Rate)

Organizational Component		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
All-occupations CLF	%	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
Organizational CLF	%	100.00	66.27	33.73	4.64	2.70	52.32	24.60	4.92	3.95	3.34	1.88	0.07	0.05	0.67	0.35	0.31	0.20
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Pacific Northwest Region	#	1149	860	289	56	24	727	236	15	3	12	5	6	1	38	16	6	4
	%	100.00	74.85	25.15	4.87	2.09	63.27	20.54	1.31	0.26	1.04	0.44	0.52	0.09	3.31	1.39	0.52	0.35
Mid-Pacific Region	#	915	603	312	72	43	416	203	28	28	61	26	5	3	13	4	8	5
	%	100.00	65.90	34.10	7.87	4.70	45.46	22.19	3.06	3.06	6.67	2.84	0.55	0.33	1.42	0.44	0.87	0.55
Lower Colorado Region	#	795	528	267	84	49	356	165	31	17	29	16	8	3	9	8	11	9
	%	100.00	66.42	33.58	10.57	6.16	44.78	20.75	3.90	2.14	3.65	2.01	1.01	0.38	1.13	1.01	1.38	1.13
Upper Colorado Region	#	790	563	227	79	42	423	154	8	6	13	3	2	1	34	16	4	5
	%	100.00	71.27	28.73	10.00	5.32	53.54	19.49	1.01	0.76	1.65	0.38	0.25	0.13	4.30	2.03	0.51	0.63
Great Plains Region	#	607	429	178	14	10	390	154	3	3	5	1	1	1	16	8	0	1
	%	100.00	70.68	29.32	2.31	1.65	64.25	25.37	0.49	0.49	0.82	0.16	0.16	0.16	2.64	1.32	0.00	0.16
Denver-Washington DC	#	993	597	396	47	38	472	290	37	27	30	22	1	2	4	15	6	2
	%	100.00	60.12	39.88	4.73	3.83	47.53	29.20	3.73	2.72	3.02	2.22	0.10	0.20	0.40	1.51	0.60	0.20

All Occupations CLF is based on all workers in all Census Occupation groups.

Organizational CLF is based on the number of incumbents in each occupation in the organization.

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Table A3: OCCUPATIONAL CATEGORIES - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Occupational Categories		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional & Administrative	#	3208	2016	1192	179	133	1571	883	80	57	112	64	7	6	45	37	22	12
	%	100.00	62.84	37.16	5.58	4.15	48.97	27.52	2.49	1.78	3.49	2.00	0.22	0.19	1.40	1.15	0.69	0.37
1. Management																		
Executives	#	76	53	23	2	3	46	20	2	0	0	0	1	0	1	0	1	0
	%	100.00	69.74	30.26	2.63	3.95	60.53	26.32	2.63	0.00	0.00	0.00	1.32	0.00	1.32	0.00	1.32	0.00
Managers	#	445	311	134	23	12	262	106	6	5	11	4	0	1	7	3	2	3
	%	100.00	69.89	30.11	5.17	2.70	58.88	23.82	1.35	1.12	2.47	0.90	0.00	0.22	1.57	0.67	0.45	0.67
Supervisors	#	237	181	56	13	5	151	44	5	3	5	2	0	0	6	2	1	0
	%	100.00	76.37	23.63	5.49	2.11	63.71	18.57	2.11	1.27	2.11	0.84	0.00	0.00	2.53	0.84	0.42	0.00
Total Management	#	758	545	213	38	20	459	170	13	8	16	6	1	1	14	5	4	3
	%	100.00	71.90	28.10	5.01	2.64	60.55	22.43	1.72	1.06	2.11	0.79	0.13	0.13	1.85	0.66	0.53	0.40
2. Professionals	#	1606	1152	454	95	39	902	348	37	20	78	32	3	2	25	13	12	0
	%	100.00	71.73	28.27	5.92	2.43	56.16	21.67	2.30	1.25	4.86	1.99	0.19	0.12	1.56	0.81	0.75	0.00
3. Technicians	#	235	183	52	27	7	140	38	3	2	5	2	1	0	6	3	1	0
	%	100.00	77.87	22.13	11.49	2.98	59.57	16.17	1.28	0.85	2.13	0.85	0.43	0.00	2.55	1.28	0.43	0.00
4. 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
5. Administrative Support Workers	#	450	122	328	17	56	78	213	7	18	11	6	4	4	2	20	3	11
	%	100.00	27.11	72.89	3.78	12.44	17.33	47.33	1.56	4.00	2.44	1.33	0.89	0.89	0.44	4.44	0.67	2.44
6. Craft Workers	#	884	860	24	84	4	684	14	17	1	14	1	5	0	48	3	8	1
	%	100.00	97.29	2.71	9.50	0.45	77.38	1.58	1.92	0.11	1.58	0.11	0.57	0.00	5.43	0.34	0.90	0.11
7. Operatives	#	81	76	5	9	1	60	3	1	0	1	0	3	1	2	0	0	0
	%	100.00	93.83	6.17	11.11	1.23	74.07	3.70	1.23	0.00	1.23	0.00	3.70	1.23	2.47	0.00	0.00	0.00
8. Laborers and Helpers	#	47	39	8	5	1	26	6	3	1	2	0	0	0	2	0	1	0
	%	100.00	82.98	17.02	10.64	2.13	55.32	12.77	6.38	2.13	4.26	0.00	0.00	0.00	4.26	0.00	2.13	0.00
9. Service Workers	#	165	129	36	10	2	102	28	8	2	4	0	2	0	1	1	2	3
	%	100.00	78.18	21.82	6.06	1.21	61.82	16.97	4.85	1.21	2.42	0.00	1.21	0.00	0.61	0.61	1.21	1.82
Unknown	#	2	2	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	50.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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Table A4P: SENIOR PAY & GENERAL SCHEDULE (GS) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) -

GS/GM/GL GRADES		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
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	#	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-03	#	4	2	2	1	0	0	1	0	1	1	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	25.00	0.00	0.00	25.00	0.00	25.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-04	#	33	16	17	1	2	11	14	1	0	0	0	1	0	2	1	0	0
	%	100.00	48.48	51.52	3.03	6.06	33.33	42.42	3.03	0.00	0.00	0.00	3.03	0.00	6.06	3.03	0.00	0.00
GS-05	#	145	54	91	5	9	41	66	2	6	5	2	1	1	0	2	0	5
	%	100.00	37.24	62.76	3.45	6.21	28.28	45.52	1.38	4.14	3.45	1.38	0.69	0.69	0.00	1.38	0.00	3.45
GS-06	#	156	61	95	6	17	44	63	5	5	3	1	1	0	0	5	2	4
	%	100.00	39.10	60.90	3.85	10.90	28.21	40.38	3.21	3.21	1.92	0.64	0.64	0.00	0.00	3.21	1.28	2.56
GS-07	#	354	172	182	22	29	122	116	7	8	14	7	2	2	2	16	3	4
	%	100.00	48.59	51.41	6.21	8.19	34.46	32.77	1.98	2.26	3.95	1.98	0.56	0.56	0.56	4.52	0.85	1.13
GS-08	#	64	31	33	3	6	24	22	1	0	0	0	1	1	2	3	0	1
	%	100.00	48.44	51.56	4.69	9.38	37.50	34.38	1.56	0.00	0.00	0.00	1.56	1.56	3.13	4.69	0.00	1.56
GS-09	#	351	197	154	23	24	145	99	13	12	6	8	0	0	9	7	1	4
	%	100.00	56.13	43.87	6.55	6.84	41.31	28.21	3.70	3.42	1.71	2.28	0.00	0.00	2.56	1.99	0.28	1.14
GS-10	#	42	32	10	5	0	25	8	1	1	0	1	1	0	0	0	0	0
	%	100.00	76.19	23.81	11.90	0.00	59.52	19.05	2.38	2.38	0.00	2.38	2.38	0.00	0.00	0.00	0.00	0.00
GS-11	#	754	459	295	59	39	334	215	24	13	19	13	5	1	11	11	7	3
	%	100.00	60.88	39.12	7.82	5.17	44.30	28.51	3.18	1.72	2.52	1.72	0.66	0.13	1.46	1.46	0.93	0.40
GS-12	#	1268	808	460	75	49	631	345	23	25	50	24	1	3	20	13	8	1
	%	100.00	63.72	36.28	5.91	3.86	49.76	27.21	1.81	1.97	3.94	1.89	0.08	0.24	1.58	1.03	0.63	0.08

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Table A4P: SENIOR PAY & GENERAL SCHEDULE (GS) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) -

GS/GM/GL GRADES		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
GS-13	#	669	475	194	38	13	382	150	18	9	23	15	1	1	10	4	3	2
	%	100.00	71.00	29.00	5.68	1.94	57.10	22.42	2.69	1.35	3.44	2.24	0.15	0.15	1.49	0.60	0.45	0.30
GS-14	#	220	148	72	6	9	129	56	2	2	8	1	0	1	2	2	1	1
	%	100.00	67.27	32.73	2.73	4.09	58.64	25.45	0.91	0.91	3.64	0.45	0.00	0.45	0.91	0.91	0.45	0.45
GS-15	#	59	41	18	2	2	34	16	2	0	0	0	1	0	1	0	1	0
	%	100.00	69.49	30.51	3.39	3.39	57.63	27.12	3.39	0.00	0.00	0.00	1.69	0.00	1.69	0.00	1.69	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
Total GS Employees	#	4120	2496	1624	246	200	1922	1171	99	82	129	72	15	10	59	64	26	25
	%	100.00	60.58	39.42	5.97	4.85	46.65	28.42	2.40	1.99	3.13	1.75	0.36	0.24	1.43	1.55	0.63	0.61
SES	#	14	9	5	0	1	9	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	64.29	35.71	0.00	7.14	64.29	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Senior Pay	#	4	3	1	0	0	3	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Senior Pay	#	18	12	6	0	1	12	5	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	5.56	66.67	27.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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Table A5P: SALARY - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Salary Range		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Up to \$20,000	#	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
\$20,001-\$30,000	#	2	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	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
\$30,001-\$40,000	#	123	47	76	4	6	35	64	1	1	3	1	2	1	2	1	0	2
	%	100.00	38.21	61.79	3.25	4.88	28.46	52.03	0.81	0.81	2.44	0.81	1.63	0.81	1.63	0.81	0.00	1.63
\$40,001-\$50,000	#	407	208	199	26	34	146	121	13	13	16	5	2	1	3	16	2	9
	%	100.00	51.11	48.89	6.39	8.35	35.87	29.73	3.19	3.19	3.93	1.23	0.49	0.25	0.74	3.93	0.49	2.21
\$50,001-\$60,000	#	433	232	201	24	35	176	134	9	11	6	5	1	2	13	8	3	6
	%	100.00	53.58	46.42	5.54	8.08	40.65	30.95	2.08	2.54	1.39	1.15	0.23	0.46	3.00	1.85	0.69	1.39
\$60,001-\$70,000	#	441	291	150	57	17	194	110	13	5	8	7	4	1	11	8	4	2
	%	100.00	65.99	34.01	12.93	3.85	43.99	24.94	2.95	1.13	1.81	1.59	0.91	0.23	2.49	1.81	0.91	0.45
\$70,001-\$80,000	#	568	366	202	56	24	265	144	14	16	9	7	5	1	8	7	9	3
	%	100.00	64.44	35.56	9.86	4.23	46.65	25.35	2.46	2.82	1.58	1.23	0.88	0.18	1.41	1.23	1.58	0.53
\$80,001-\$90,000	#	549	346	203	37	24	269	150	14	13	12	11	2	1	9	4	3	0
	%	100.00	63.02	36.98	6.74	4.37	49.00	27.32	2.55	2.37	2.19	2.00	0.36	0.18	1.64	0.73	0.55	0.00
\$90,001-\$100,000	#	735	519	216	38	25	422	159	18	9	19	10	0	0	17	13	5	0
	%	100.00	70.61	29.39	5.17	3.40	57.41	21.63	2.45	1.22	2.59	1.36	0.00	0.00	2.31	1.77	0.68	0.00

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Table A5P: SALARY - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Salary Range		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
\$100,001-\$110,000	#	772	614	158	50	14	483	116	16	10	30	10	3	2	25	4	7	2
	%	100.00	79.53	20.47	6.48	1.81	62.56	15.03	2.07	1.30	3.89	1.30	0.39	0.26	3.24	0.52	0.91	0.26
\$110,001-\$120,000	#	495	407	88	26	6	335	68	12	3	16	7	2	2	15	1	1	1
	%	100.00	82.22	17.78	5.25	1.21	67.68	13.74	2.42	0.61	3.23	1.41	0.40	0.40	3.03	0.20	0.20	0.20
\$120,001-\$130,000	#	356	276	80	16	10	232	61	6	1	14	6	1	0	7	2	0	0
	%	100.00	77.53	22.47	4.49	2.81	65.17	17.13	1.69	0.28	3.93	1.69	0.28	0.00	1.97	0.56	0.00	0.00
\$130,001-\$140,000	#	195	144	51	8	4	121	38	4	2	9	4	0	0	2	2	0	1
	%	100.00	73.85	26.15	4.10	2.05	62.05	19.49	2.05	1.03	4.62	2.05	0.00	0.00	1.03	1.03	0.00	0.51
\$140,001-\$150,000	#	74	55	19	4	2	46	16	0	0	4	0	0	0	1	1	0	0
	%	100.00	74.32	25.68	5.41	2.70	62.16	21.62	0.00	0.00	5.41	0.00	0.00	0.00	1.35	1.35	0.00	0.00
\$150,001-\$160,000	#	58	48	10	5	2	37	8	0	0	4	0	1	0	0	0	1	0
	%	100.00	82.76	17.24	8.62	3.45	63.79	13.79	0.00	0.00	6.90	0.00	1.72	0.00	0.00	0.00	1.72	0.00
\$161,001-\$170,000	#	15	10	5	0	0	8	5	1	0	0	0	0	0	1	0	0	0
	%	100.00	66.67	33.33	0.00	0.00	53.33	33.33	6.67	0.00	0.00	0.00	0.00	0.00	6.67	0.00	0.00	0.00
\$170,001-\$180,000	#	10	5	5	0	1	4	4	1	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	10.00	40.00	40.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$180,001 and Greater	#	16	11	5	0	1	11	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	68.75	31.25	0.00	6.25	68.75	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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Table A6P (0201): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Human Resources Management/0201	#	104	35	69	7	10	21	51	4	4	3	2	0	1	0	1	0	0
	%	100.00	33.65	66.35	6.73	9.62	20.19	49.04	3.85	3.85	2.88	1.92	0.00	0.96	0.00	0.96	0.00	0.00
Occupational CLF/SOC Code	%	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
GS-15	#	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
GS-14	#	7	2	5	0	0	1	4	0	0	1	0	0	1	0	0	0	0
	%	100.00	28.57	71.43	0.00	0.00	14.29	57.14	0.00	0.00	14.29	0.00	0.00	14.29	0.00	0.00	0.00	0.00
GS-13	#	16	4	12	0	2	2	10	1	0	1	0	0	0	0	0	0	0
	%	100.00	25.00	75.00	0.00	12.50	12.50	62.50	6.25	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	48	20	28	5	3	13	21	1	2	1	2	0	0	0	0	0	0
	%	100.00	41.67	58.33	10.42	6.25	27.08	43.75	2.08	4.17	2.08	4.17	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	15	2	13	1	2	0	9	1	1	0	0	0	0	0	1	0	0
	%	100.00	13.33	86.67	6.67	13.33	0.00	60.00	6.67	6.67	0.00	0.00	0.00	0.00	0.00	6.67	0.00	0.00
GS-09	#	15	7	8	1	3	5	4	1	1	0	0	0	0	0	0	0	0
	%	100.00	46.67	53.33	6.67	20.00	33.33	26.67	6.67	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	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
GS-05	#	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

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Table A6P (0401): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Gen Natural Resources Mgmt & Bio Sciences/0401	#	173	100	73	6	9	87	61	0	1	3	0	0	0	2	2	2	0
	%	100.00	57.80	42.20	3.47	5.20	50.29	35.26	0.00	0.58	1.73	0.00	0.00	0.00	1.16	1.16	1.16	0.00
Occupational CLF/SOC Code	%	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
GS-14	#	4	3	1	1	0	2	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	25.00	0.00	50.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	26	19	7	1	2	18	5	0	0	0	0	0	0	0	0	0	0
	%	100.00	73.08	26.92	3.85	7.69	69.23	19.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	95	53	42	3	2	45	38	0	1	2	0	0	0	2	1	1	0
	%	100.00	55.79	44.21	3.16	2.11	47.37	40.00	0.00	1.05	2.11	0.00	0.00	0.00	2.11	1.05	1.05	0.00
GS-11	#	32	15	17	1	3	13	13	0	0	0	0	0	0	0	1	1	0
	%	100.00	46.88	53.13	3.13	9.38	40.63	40.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.13	3.13	0.00
GS-09	#	10	6	4	0	2	6	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	60.00	40.00	0.00	20.00	60.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	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
GS-05	#	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table A6P (0510): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Accounting/0510	#	83	31	52	4	3	21	34	1	6	4	8	0	1	0	0	1	0
	%	100.00	37.35	62.65	4.82	3.61	25.30	40.96	1.20	7.23	4.82	9.64	0.00	1.20	0.00	0.00	1.20	0.00
Occupational CLF/SOC Code	%	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
GS-14	#	4	2	2	0	0	1	2	0	0	0	0	0	0	0	0	1	0
	%	100.00	50.00	50.00	0.00	0.00	25.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00
GS-13	#	25	8	17	2	1	5	10	0	3	1	3	0	0	0	0	0	0
	%	100.00	32.00	68.00	8.00	4.00	20.00	40.00	0.00	12.00	4.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	34	11	23	1	1	9	16	1	3	0	2	0	1	0	0	0	0
	%	100.00	32.35	67.65	2.94	2.94	26.47	47.06	2.94	8.82	0.00	5.88	0.00	2.94	0.00	0.00	0.00	0.00
GS-11	#	15	6	9	1	1	4	5	0	0	1	3	0	0	0	0	0	0
	%	100.00	40.00	60.00	6.67	6.67	26.67	33.33	0.00	0.00	6.67	20.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	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-07	#	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
GS-05	#	2	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table A6P (0560): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Budget Analysis/0560	#	93	37	56	4	4	25	43	3	4	3	3	1	0	0	2	1	0
	%	100.00	39.78	60.22	4.30	4.30	26.88	46.24	3.23	4.30	3.23	3.23	1.08	0.00	0.00	2.15	1.08	0.00
Occupational CLF/SOC Code	%	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
GS-15	#	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
GS-14	#	4	2	2	0	0	2	1	0	1	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	50.00	25.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	14	8	6	0	0	5	4	2	1	1	0	0	0	0	1	0	0
	%	100.00	57.14	42.86	0.00	0.00	35.71	28.57	14.29	7.14	7.14	0.00	0.00	0.00	0.00	7.14	0.00	0.00
GS-12	#	23	10	13	1	2	7	9	1	1	1	1	0	0	0	0	0	0
	%	100.00	43.48	56.52	4.35	8.70	30.43	39.13	4.35	4.35	4.35	4.35	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	33	11	22	2	2	7	18	0	0	0	1	1	0	0	1	1	0
	%	100.00	33.33	66.67	6.06	6.06	21.21	54.55	0.00	0.00	0.00	3.03	3.03	0.00	0.00	3.03	3.03	0.00
GS-09	#	13	4	9	0	0	3	7	0	1	1	1	0	0	0	0	0	0
	%	100.00	30.77	69.23	0.00	0.00	23.08	53.85	0.00	7.69	7.69	7.69	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	5	2	3	1	0	1	3	0	0	0	0	0	0	0	0	0	0
	%	100.00	40.00	60.00	20.00	0.00	20.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020
Table A6P (0810): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Civil Engineering/0810	#	707	543	164	40	15	448	129	11	3	30	12	2	0	9	5	3	0
	%	100.00	76.80	23.20	5.66	2.12	63.37	18.25	1.56	0.42	4.24	1.70	0.28	0.00	1.27	0.71	0.42	0.00
Occupational CLF/SOC Code	%	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
GS-15	#	5	4	1	0	0	4	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	80.00	20.00	0.00	0.00	80.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14	#	58	46	12	2	2	39	10	0	0	5	0	0	0	0	0	0	0
	%	100.00	79.31	20.69	3.45	3.45	67.24	17.24	0.00	0.00	8.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	187	149	38	10	3	126	32	3	0	6	2	1	0	3	1	0	0
	%	100.00	79.68	20.32	5.35	1.60	67.38	17.11	1.60	0.00	3.21	1.07	0.53	0.00	1.60	0.53	0.00	0.00
GS-12	#	284	220	64	18	6	180	50	1	1	13	6	1	0	6	1	1	0
	%	100.00	77.46	22.54	6.34	2.11	63.38	17.61	0.35	0.35	4.58	2.11	0.35	0.00	2.11	0.35	0.35	0.00
GS-11	#	141	105	36	9	4	84	27	6	2	4	1	0	0	0	2	2	0
	%	100.00	74.47	25.53	6.38	2.84	59.57	19.15	4.26	1.42	2.84	0.71	0.00	0.00	0.00	1.42	1.42	0.00
GS-09	#	24	13	11	1	0	10	8	1	0	1	2	0	0	0	1	0	0
	%	100.00	54.17	45.83	4.17	0.00	41.67	33.33	4.17	0.00	4.17	8.33	0.00	0.00	0.00	4.17	0.00	0.00
GS-07	#	7	6	1	0	0	5	0	0	0	1	1	0	0	0	0	0	0
	%	100.00	85.71	14.29	0.00	0.00	71.43	0.00	0.00	0.00	14.29	14.29	0.00	0.00	0.00	0.00	0.00	0.00
GS-05	#	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table A6P (0830): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Mechanical Engineering/0830	#	96	81	15	8	3	63	11	3	0	6	0	0	0	1	1	0	0
	%	100.00	84.38	15.63	8.33	3.13	65.63	11.46	3.13	0.00	6.25	0.00	0.00	0.00	1.04	1.04	0.00	0.00
Occupational CLF/SOC Code	%	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
GS-14	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	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
GS-13	#	19	16	3	1	0	14	3	0	0	1	0	0	0	0	0	0	0
	%	100.00	84.21	15.79	5.26	0.00	73.68	15.79	0.00	0.00	5.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	44	40	4	2	1	33	2	1	0	3	0	0	0	1	1	0	0
	%	100.00	90.91	9.09	4.55	2.27	75.00	4.55	2.27	0.00	6.82	0.00	0.00	0.00	2.27	2.27	0.00	0.00
GS-11	#	23	19	4	5	2	11	2	1	0	2	0	0	0	0	0	0	0
	%	100.00	82.61	17.39	21.74	8.70	47.83	8.70	4.35	0.00	8.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	4	2	2	0	0	1	2	1	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	50.00	0.00	0.00	25.00	50.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table A6P (0850): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Electrical Engineering/0850	#	162	142	20	15	2	98	9	7	0	16	7	0	0	4	2	2	0
	%	100.00	87.65	12.35	9.26	1.23	60.49	5.56	4.32	0.00	9.88	4.32	0.00	0.00	2.47	1.23	1.23	0.00
Occupational CLF/SOC Code	%	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
GS-14	#	7	6	1	0	0	6	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	85.71	14.29	0.00	0.00	85.71	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	37	31	6	2	0	25	4	0	0	3	2	0	0	0	0	1	0
	%	100.00	83.78	16.22	5.41	0.00	67.57	10.81	0.00	0.00	8.11	5.41	0.00	0.00	0.00	0.00	2.70	0.00
GS-12	#	72	66	6	5	0	46	3	4	0	8	3	0	0	2	0	1	0
	%	100.00	91.67	8.33	6.94	0.00	63.89	4.17	5.56	0.00	11.11	4.17	0.00	0.00	2.78	0.00	1.39	0.00
GS-11	#	25	20	5	3	1	9	1	3	0	4	1	0	0	1	2	0	0
	%	100.00	80.00	20.00	12.00	4.00	36.00	4.00	12.00	0.00	16.00	4.00	0.00	0.00	4.00	8.00	0.00	0.00
GS-09	#	12	11	1	3	1	7	0	0	0	1	0	0	0	0	0	0	0
	%	100.00	91.67	8.33	25.00	8.33	58.33	0.00	0.00	0.00	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	8	7	1	1	0	5	0	0	0	0	1	0	0	1	0	0	0
	%	100.00	87.50	12.50	12.50	0.00	62.50	0.00	0.00	0.00	0.00	12.50	0.00	0.00	12.50	0.00	0.00	0.00
GS-05	#	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020
Table A6P (1102): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Contracting/1102	#	159	67	92	7	15	44	60	7	6	6	4	1	0	1	4	1	3
	%	100.00	42.14	57.86	4.40	9.43	27.67	37.74	4.40	3.77	3.77	2.52	0.63	0.00	0.63	2.52	0.63	1.89
Occupational CLF/SOC Code	%	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
GS-15	#	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-14	#	7	2	5	0	1	2	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	28.57	71.43	0.00	14.29	28.57	57.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	31	19	12	1	1	12	9	4	0	1	1	0	0	1	0	0	1
	%	100.00	61.29	38.71	3.23	3.23	38.71	29.03	12.90	0.00	3.23	3.23	0.00	0.00	3.23	0.00	0.00	3.23
GS-12	#	77	29	48	5	8	19	29	3	5	1	2	0	0	0	4	1	0
	%	100.00	37.66	62.34	6.49	10.39	24.68	37.66	3.90	6.49	1.30	2.60	0.00	0.00	0.00	5.19	1.30	0.00
GS-11	#	19	7	12	0	2	5	8	0	1	1	1	1	0	0	0	0	0
	%	100.00	36.84	63.16	0.00	10.53	26.32	42.11	0.00	5.26	5.26	5.26	5.26	0.00	0.00	0.00	0.00	0.00
GS-09	#	22	8	14	1	2	6	10	0	0	1	0	0	0	0	0	0	2
	%	100.00	36.36	63.64	4.55	9.09	27.27	45.45	0.00	0.00	4.55	0.00	0.00	0.00	0.00	0.00	0.00	9.09
GS-07	#	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
GS-05	#	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table A6P (2810): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Electrician (High Voltage)/2810	#	164	159	5	7	1	132	2	3	0	5	1	0	0	10	1	2	0
	%	100.00	96.95	3.05	4.27	0.61	80.49	1.22	1.83	0.00	3.05	0.61	0.00	0.00	6.10	0.61	1.22	0.00
Occupational CLF/SOC Code	%	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
XE-00	#	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
BL-00	#	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
BB-00	#	149	144	5	5	1	119	2	3	0	5	1	0	0	10	1	2	0
	%	100.00	96.64	3.36	3.36	0.67	79.87	1.34	2.01	0.00	3.36	0.67	0.00	0.00	6.71	0.67	1.34	0.00
WB-00	#	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table A6P (5352): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Industrial Equipment Mechanic/5352	#	244	240	4	14	1	200	3	3	0	1	0	2	0	19	0	1	0
	%	100.00	98.36	1.64	5.74	0.41	81.97	1.23	1.23	0.00	0.41	0.00	0.82	0.00	7.79	0.00	0.41	0.00
Occupational CLF/SOC Code	%	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
XE-00	#	19	19	0	0	0	18	0	0	0	0	0	0	0	1	0	0	0
	%	100.00	100.00	0.00	0.00	0.00	94.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.26	0.00	0.00	0.00
BL-00	#	12	11	1	0	0	9	1	0	0	1	0	0	0	1	0	0	0
	%	100.00	91.67	8.33	0.00	0.00	75.00	8.33	0.00	0.00	8.33	0.00	0.00	0.00	8.33	0.00	0.00	0.00
BB-00	#	207	204	3	13	1	168	2	3	0	0	0	2	0	17	0	1	0
	%	100.00	98.55	1.45	6.28	0.48	81.16	0.97	1.45	0.00	0.00	0.00	0.97	0.00	8.21	0.00	0.48	0.00
WB-00	#	6	6	0	1	0	5	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	100.00	0.00	16.67	0.00	83.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table A6P (5407): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Mission-Critical Occupations		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Electric Power Controlling/5407	#	154	148	6	9	1	125	3	2	0	3	0	2	0	5	2	2	0
	%	100.00	96.10	3.90	5.84	0.65	81.17	1.95	1.30	0.00	1.95	0.00	1.30	0.00	3.25	1.30	1.30	0.00
Occupational CLF/SOC Code	%	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
XE-00	#	10	9	1	0	0	9	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.00	10.00	0.00	0.00	90.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BL-00	#	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
BB-00	#	139	134	5	9	1	113	2	1	0	3	0	2	0	4	2	2	0
	%	100.00	96.40	3.60	6.47	0.72	81.29	1.44	0.72	0.00	2.16	0.00	1.44	0.00	2.88	1.44	1.44	0.00
WB-00	#	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

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - FY2020																		
Table A7 (SES): Senior Grade Levels by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce																		
Senior Grade Levels		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
	Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35
%		100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional/Administrative	#	3258	2052	1206	181	135	1604	890	80	58	113	67	7	6	45	38	22	12.00
	%	100.00	62.98	37.02	5.56	4.14	49.23	27.32	2.46	1.78	3.47	2.06	0.21	0.18	1.38	1.17	0.68	0.37
Total Senior Grades	#	966	676	290	46	25	557	227	22	11	31	16	2	2	13	6	5	3
	%	100.00	69.98	30.02	4.76	2.59	57.66	23.50	2.28	1.14	3.21	1.66	0.21	0.21	1.35	0.62	0.52	0.31
SES or Equivalent:	#	14	9	5	0	1	9	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	64.29	35.71	0.00	7.14	64.29	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Other:	#	4	3	1	0	0	3	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS15 or Equivalent:	#	59	41	18	2	2	34	16	2	0	0	0	1	0	1	0	1	0
	%	100.00	69.49	30.51	3.39	3.39	57.63	27.12	3.39	0.00	0.00	0.00	1.69	0.00	1.69	0.00	1.69	0.00
GS14 or Equivalent:	#	220	148	72	6	9	129	56	2	2	8	1	0	1	2	2	1	1
	%	100.00	67.27	32.73	2.73	4.09	58.64	25.45	0.91	0.91	3.64	0.45	0.00	0.45	0.91	0.91	0.45	0.45
GS13 or Equivalent:	#	669	475	194	38	13	382	150	18	9	23	15	1	1	10	4	3	2
	%	100.00	71.00	29.00	5.68	1.94	57.10	22.42	2.69	1.35	3.44	2.24	0.15	0.15	1.49	0.60	0.45	0.30

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - FY2020

Table A8: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Upward Mobility To Management Positions		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional/Administrative	#	3208	2016	1192	179	133	1571	883	80	57	112	64	7	6	45	37	22	12.00
	%	100.00	62.84	37.16	5.58	4.15	48.97	27.52	2.49	1.78	3.49	2.00	0.22	0.19	1.40	1.15	0.69	0.37
Total Management	#	1779	1017	762	104	96	791	552	46	40	35	32	5	4	28	27	8	11
	%	100.00	57.17	42.83	5.85	5.40	44.46	31.03	2.59	2.25	1.97	1.80	0.28	0.22	1.57	1.52	0.45	0.62
Executives	#	76	53	23	2	3	46	20	2	0	0	0	1	0	1	0	1	0
	%	100.00	69.74	30.26	2.63	3.95	60.53	26.32	2.63	0.00	0.00	0.00	1.32	0.00	1.32	0.00	1.32	0.00
ES-00	#	14	9	5	0	1	9	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	64.29	35.71	0.00	7.14	64.29	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SL-00	#	4	3	1	0	0	3	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	25.00	0.00	0.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15	#	58	41	17	2	2	34	15	2	0	0	0	1	0	1	0	1	0
	%	100.00	70.69	29.31	3.45	3.45	58.62	25.86	3.45	0.00	0.00	0.00	1.72	0.00	1.72	0.00	1.72	0.00
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	156	120	36	8	3	102	32	1	0	5	0	0	0	3	1	1	0.00
	%	100.00	76.92	23.08	5.13	1.92	65.38	20.51	0.64	0.00	3.21	0.00	0.00	0.00	1.92	0.64	0.64	0.00
Internal Applications	#	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 Internal Applicants	#	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
Referred Applicants	#	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
Interviewed Applicants	#	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
Internal Selections	#	11	9	2	0	0	9	2	0	0	0	0	0	0	0	0	0	0
	%	100.00	81.82	18.18	0.00	0.00	81.82	18.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Bureau of Reclamation - FY2020

Table A8: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Upward Mobility To Management Positions		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional/Administrative	#	3208	2016	1192	179	133	1571	883	80	57	112	64	7	6	45	37	22	12.00
	%	100.00	62.84	37.16	5.58	4.15	48.97	27.52	2.49	1.78	3.49	2.00	0.22	0.19	1.40	1.15	0.69	0.37
Total Management	#	1779	1017	762	104	96	791	552	46	40	35	32	5	4	28	27	8	11
	%	100.00	57.17	42.83	5.85	5.40	44.46	31.03	2.59	2.25	1.97	1.80	0.28	0.22	1.57	1.52	0.45	0.62
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#	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 External Applicants	#	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
Referred Applicants	#	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
Interviewed Applicants	#	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
External Selections	#	3	2	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	33.33	0.00	33.33	33.33	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Development Program																		
Slots for Career Development Program	#																	
Eligible for Career Development Program	#	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
Applicants for Career Development Program	#	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
Selections for Career Development Program	#	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
Managers	#	445	311	134	23	12	262	106	6	5	11	4	0	1	7	3	2	3
	%	100.00	69.89	30.11	5.17	2.70	58.88	23.82	1.35	1.12	2.47	0.90	0.00	0.22	1.57	0.67	0.45	0.67
GS-14	#	158	106	52	4	5	92	42	2	1	5	1	0	1	2	1	1	1
	%	100.00	67.09	32.91	2.53	3.16	58.23	26.58	1.27	0.63	3.16	0.63	0.00	0.63	1.27	0.63	0.63	0.63
GS-13	#	287	205	82	19	7	170	64	4	4	6	3	0	0	5	2	1	2
	%	100.00	71.43	28.57	6.62	2.44	59.23	22.30	1.39	1.39	2.09	1.05	0.00	0.00	1.74	0.70	0.35	0.70

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Table A8: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Upward Mobility To Management Positions		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#																
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional/Administrative	#	3208	2016	1192	179	133	1571	883	80	57	112	64	7	6	45	37	22	12.00
	%	100.00	62.84	37.16	5.58	4.15	48.97	27.52	2.49	1.78	3.49	2.00	0.22	0.19	1.40	1.15	0.69	0.37
Total Management	#	1779	1017	762	104	96	791	552	46	40	35	32	5	4	28	27	8	11
	%	100.00	57.17	42.83	5.85	5.40	44.46	31.03	2.59	2.25	1.97	1.80	0.28	0.22	1.57	1.52	0.45	0.62
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	1071	719	352	66	38	559	264	28	14	45	22	3	2	14	8	4	4.00
	%	100	67	33	6	4	52	25	3	1	4	2	0	0	1	1	0	0.37
Internal Applications	#	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 Internal Applicants	#	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
Referred Applicants	#	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
Interviewed Applicants	#	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
Internal Selections	#	43	19	24	1	3	16	19	0	0	1	1	0	0	1	0	0	1
	%	100.00	44.19	55.81	2.33	6.98	37.21	44.19	0.00	0.00	2.33	2.33	0.00	0.00	2.33	0.00	0.00	2.33
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#	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 External Applicants	#	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
Referred Applicants	#	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
Interviewed Applicants	#	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
External Selections	#	15	10	5	2	0	8	3	0	0	0	1	0	0	0	1	0	0
	%	100.00	66.67	33.33	13.33	0.00	53.33	20.00	0.00	0.00	0.00	6.67	0.00	0.00	0.00	6.67	0.00	0.00

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Table A8: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Upward Mobility To Management Positions		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#																
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional/Administrative	#	3208	2016	1192	179	133	1571	883	80	57	112	64	7	6	45	37	22	12.00
	%	100.00	62.84	37.16	5.58	4.15	48.97	27.52	2.49	1.78	3.49	2.00	0.22	0.19	1.40	1.15	0.69	0.37
Total Management	#	1779	1017	762	104	96	791	552	46	40	35	32	5	4	28	27	8	11
	%	100.00	57.17	42.83	5.85	5.40	44.46	31.03	2.59	2.25	1.97	1.80	0.28	0.22	1.57	1.52	0.45	0.62
Career Development Program																		
Slots for Career Development Program		#																
Eligible for Career Development Program	#	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
Applicants for Career Development Program	#	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
Selections for Career Development Program	#	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
Supervisors	#	237	181	56	13	5	151	44	5	3	5	2	0	0	6	2	1	0
	%	100.00	76.37	23.63	5.49	2.11	63.71	18.57	2.11	1.27	2.11	0.84	0.00	0.00	2.53	0.84	0.42	0.00
XE-00	#	80	77	3	3	0	68	3	1	0	2	0	0	0	3	0	0	0
	%	100.00	96.25	3.75	3.75	0.00	85.00	3.75	1.25	0.00	2.50	0.00	0.00	0.00	3.75	0.00	0.00	0.00
WS-11	#	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
WS-10	#	2	2	0	2	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
WS-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
WS-07	#	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
WS-02	#	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
GS-12	#	104	69	35	6	3	55	29	2	0	3	2	0	0	2	1	1	0
	%	100.00	66.35	33.65	5.77	2.88	52.88	27.88	1.92	0.00	2.88	1.92	0.00	0.00	1.92	0.96	0.96	0.00
GS-11	#	19	11	8	0	1	9	7	1	0	0	0	0	0	1	0	0	0
	%	100.00	57.89	42.11	0.00	5.26	47.37	36.84	5.26	0.00	0.00	0.00	0.00	0.00	5.26	0.00	0.00	0.00

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Table A8: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Upward Mobility To Management Positions		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional/Administrative	#	3208	2016	1192	179	133	1571	883	80	57	112	64	7	6	45	37	22	12.00
	%	100.00	62.84	37.16	5.58	4.15	48.97	27.52	2.49	1.78	3.49	2.00	0.22	0.19	1.40	1.15	0.69	0.37
Total Management	#	1779	1017	762	104	96	791	552	46	40	35	32	5	4	28	27	8	11
	%	100.00	57.17	42.83	5.85	5.40	44.46	31.03	2.59	2.25	1.97	1.80	0.28	0.22	1.57	1.52	0.45	0.62
GS-10	#	5	2	3	0	0	2	2	0	1	0	0	0	0	0	0	0	0
	%	100.00	40.00	60.00	0.00	0.00	40.00	40.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	14	9	5	2	1	7	2	0	2	0	0	0	0	0	0	0	0
	%	100.00	64.29	35.71	14.29	7.14	50.00	14.29	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-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
GS-07	#	5	3	2	0	0	2	1	1	0	0	0	0	0	0	1	0	0
	%	100.00	60.00	40.00	0.00	0.00	40.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	674	597	77	45	8	487	56	16	5	8	4	6	0	30	4	5	0.00
	%	100	89	11	7	1	72	8	2	1	1	1	1	0	4	1	1	0.00
Internal Applications	#	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 Internal Applicants	#	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
Referred Applicants	#	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
Interviewed Applicants	#	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
Internal Selections	#	16	14	2	2	0	12	1	0	1	0	0	0	0	0	0	0	0
	%	100.00	87.50	12.50	12.50	0.00	75.00	6.25	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#	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 External Applicants	#	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	17.00	0.00

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Table A8: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

Upward Mobility To Management Positions		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females
Permanent Workforce	#	5249	3580	1669	352	206	2784	1202	122	84	150	73	23	11	114	67	35	26
	%	100.00	68.20	31.80	6.71	3.92	53.04	22.90	2.32	1.60	2.86	1.39	0.44	0.21	2.17	1.28	0.67	0.50
Professional/Administrative	#	3208	2016	1192	179	133	1571	883	80	57	112	64	7	6	45	37	22	12.00
	%	100.00	62.84	37.16	5.58	4.15	48.97	27.52	2.49	1.78	3.49	2.00	0.22	0.19	1.40	1.15	0.69	0.37
Total Management	#	1779	1017	762	104	96	791	552	46	40	35	32	5	4	28	27	8	11
	%	100.00	57.17	42.83	5.85	5.40	44.46	31.03	2.59	2.25	1.97	1.80	0.28	0.22	1.57	1.52	0.45	0.62
Referred Applicants	#	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
Interviewed Applicants	#	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
External Selections	#	7	3	4	0	0	3	4	0	0	0	0	0	0	0	0	0	0
	%	100.00	42.86	57.14	0.00	0.00	42.86	57.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Career Development Program																		
Slots for Career Development Program	#																	
Eligible for Career Development Program	#	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
Applicants for Career Development Program	#	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
Selections for Career Development Program	#	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

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Table A9: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent

Awards		Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females	
		#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
Permanent Workforce (9/30/2019)	#	5301	3607	1694	348	210	2817	1232	118	80	146	71	24	11	120	67	34	23	
	%	100.00	68.04	31.96	6.56	3.96	53.14	23.24	2.23	1.51	2.75	1.34	0.45	0.21	2.26	1.26	0.64	0.43	
Time Off Awards																			
Time-Off Awards: 1-10 hours	#	1931	1158	773	82	85	941	566	43	31	39	50	5	9	35	23	13	9	
	%	100.00	59.97	40.03	4.25	4.40	48.73	29.31	2.23	1.61	2.02	2.59	0.26	0.47	1.81	1.19	0.67	0.47	
Total Hours	#	9244	5956	3288	520	320	4799	2492	131	116	197	147	38	32	216	113	55	68	
Average Hours	#	4.79	5.14	4.25	6.34	3.76	5.10	4.40	3.05	3.74	5.05	2.94	7.60	3.56	6.17	4.91	4.23	7.56	
Time-Off Awards: 11-20 hours	#	315	200	115	20	11	152	88	5	5	9	7	3	0	9	3	2	1	
	%	100.00	63.49	36.51	6.35	3.49	48.25	27.94	1.59	1.59	2.86	2.22	0.95	0.00	2.86	0.95	0.63	0.32	
Total Hours	#	5110	3236	1874	337	189	2457	1430	83	84	143	111	48	0	132	44	36	16	
Average Hours	#	16.22	16.18	16.30	16.85	17.18	16.16	16.25	16.60	16.80	15.89	15.86	16.00	0.00	14.67	14.67	18.00	16.00	
Time-Off Awards: 21-30 hours	#	201	127	74	9	15	107	46	3	2	4	4	0	1	4	2	0	4	
	%	100.00	63.18	36.82	4.48	7.46	53.23	22.89	1.49	1.00	1.99	1.99	0.00	0.50	1.99	1.00	0.00	1.99	
Total Hours	#	5030	3166	1864	236	373	2652	1177	68	51	101	96	0	28	109	45	0	94	
Average Hours	#	25.02	24.93	25.19	26.22	24.87	24.79	25.59	22.67	25.50	25.25	24.00	0.00	28.00	27.25	22.50	0.00	23.50	
Time-Off Awards: 31-40 hours	#	474	315	159	15	16	266	124	11	6	5	7	2	0	14	3	2	3	
	%	100.00	66.46	33.54	3.16	3.38	56.12	26.16	2.32	1.27	1.05	1.48	0.42	0.00	2.95	0.63	0.42	0.63	
Total Hours	#	18247	12182	6065	574	579	10277	4761	416	240	199	253	76	0	560	112	80	120	
Average Hours	#	38.50	38.67	38.14	38.27	36.19	38.64	38.40	37.82	40.00	39.80	36.14	38.00	0.00	40.00	37.33	40.00	40.00	
Time-Off Awards: 41 or more hours	#	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	
Total Hours	#	45	0	45	0	0	0	45	0	0	0	0	0	0	0	0	0	0	
Average Hours	#	45.00	0.00	45.00	0.00	0.00	0.00	45.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total TimeOff Awards	#	2922	1800	1122	126	127	1466	825	62	44	57	68	10	10	62	31	17	17	
	%	100.00	61.60	38.40	4.31	4.35	50.17	28.23	2.12	1.51	1.95	2.33	0.34	0.34	2.12	1.06	0.58	0.58	
Total Hours	#	37676	24540	13136	1667	1461	20185	9905	698	491	640	607	162	60	1017	314	171	298	
Average Hours	#	12.89	13.63	11.71	13.23	11.50	13.77	12.01	11.26	11.16	11.23	8.93	16.20	6.00	16.40	10.13	10.06	17.53	

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Table A9: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent

Awards	Total	Total Males	Total Females	Hispanic or Latino Males	Hispanic or Latino Females	White Males	White Females	Black or African American Males	Black or African American Females	Asian Males	Asian Females	Native Hawaiian or Other Pacific Islander Males	Native Hawaiian or Other Pacific Islander Females	American Indian or Alaska Native Males	American Indian or Alaska Native Females	Two or more races Males	Two or more races Females	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	
Permanent Workforce (9/30/2019)	#	5301	3607	1694	348	210	2817	1232	118	80	146	71	24	11	120	67	34	23
	%	100.00	68.04	31.96	6.56	3.96	53.14	23.24	2.23	1.51	2.75	1.34	0.45	0.21	2.26	1.26	0.64	0.43
Cash Awards																		
Cash Awards: \$500 and Under	#	2423	1571	852	132	102	1222	621	65	42	87	46	16	2	37	28	12	11
	%	100.00	64.84	35.16	5.45	4.21	50.43	25.63	2.68	1.73	3.59	1.90	0.66	0.08	1.53	1.16	0.50	0.45
Total Amount	\$	784850	503075	281775	43537	33356	386659	202454	21753	16167	28980	16084	4313	797	13744	9840	4089	3077
Average Amount	\$	323.92	320.23	330.72	329.83	327.02	316.41	326.01	334.66	384.93	333.10	349.65	269.56	398.50	371.46	351.43	340.75	279.73
Cash Awards: \$501 - \$999	#	1396	919	477	119	64	677	335	28	22	50	22	9	5	23	21	13	8
	%	100.00	65.83	34.17	8.52	4.58	48.50	24.00	2.01	1.58	3.58	1.58	0.64	0.36	1.65	1.50	0.93	0.57
Total Amount	\$	1060419	698558	361861	90094	48949	516134	255777	21013	16392	37703	15884	7034	3648	17124	15174	9456	6037
Average Amount	\$	759.61	760.13	758.62	757.09	764.83	762.38	763.51	750.46	745.09	754.06	722.00	781.56	729.60	744.52	722.57	727.38	754.63
Cash Awards: \$1000 - \$1999	#	2564	1699	865	135	101	1339	631	60	43	70	26	8	9	70	43	17	12
	%	100.00	66.26	33.74	5.27	3.94	52.22	24.61	2.34	1.68	2.73	1.01	0.31	0.35	2.73	1.68	0.66	0.47
Total Amount	\$	3541613	2365321	1176292	189450	131249	1867382	866718	83917	57802	96345	37166	11268	11304	94553	57404	22406	14649
Average Amount	\$	1381.28	1392.18	1359.88	1403.33	1299.50	1394.61	1373.56	1398.62	1344.23	1376.36	1429.46	1408.50	1256.00	1350.76	1334.98	1318.00	1220.75
Cash Awards: \$2000 - \$2999	#	773	532	241	30	27	466	185	10	11	15	9	0	1	7	5	4	3
	%	100.00	68.82	31.18	3.88	3.49	60.28	23.93	1.29	1.42	1.94	1.16	0.00	0.13	0.91	0.65	0.52	0.39
Total Amount	\$	1822595	1253378	569217	70011	63743	1099903	439378	22309	25206	35191	20523	0	2450	17488	11294	8476	6623
Average Amount	\$	2357.82	2355.97	2361.90	2333.70	2360.85	2360.31	2375.02	2230.90	2291.45	2346.07	2280.33	0.00	2450.00	2498.29	2258.80	2119.00	2207.67
Cash Awards: \$3000 - \$3999	#	210	149	61	14	4	126	49	0	2	7	3	0	0	2	3	0	0
	%	100.00	70.95	29.05	6.67	1.90	60.00	23.33	0.00	0.95	3.33	1.43	0.00	0.00	0.95	1.43	0.00	0.00
Total Amount	\$	696429	497130	199299	48559	12863	417346	161535	0	6012	24123	9468	0	0	7102	9421	0	0
Average Amount	\$	3316.33	3336.44	3267.20	3468.50	3215.75	3312.27	3296.63	0.00	3006.00	3446.14	3156.00	0.00	0.00	3551.00	3140.33	0.00	0.00
Cash Awards: \$4000 - \$4999	#	67	44	23	2	3	41	20	0	0	1	0	0	0	0	0	0	0
	%	100.00	65.67	34.33	2.99	4.48	61.19	29.85	0.00	0.00	1.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Amount	\$	295257	194572	100685	8384	13965	181303	86720	0	0	4885	0	0	0	0	0	0	0
Average Amount	\$	4406.82	4422.09	4377.61	4192.00	4655.00	4422.02	4336.00	0.00	0.00	4885.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more	#	57	36	21	2	2	30	19	1	0	0	0	0	0	2	0	1	0
	%	100.00	63.16	36.84	3.51	3.51	52.63	33.33	1.75	0.00	0.00	0.00	0.00	0.00	3.51	0.00	1.75	0.00
Total Amount	\$	627303	389871	237432	10035	57474	335222	179958	5000	0	0	0	0	0	34614	0	5000	0
Average Amount	\$	11005.32	10829.75	11306.29	5017.50	28737.00	11174.07	9471.47	5000.00	0.00	0.00	0.00	0.00	0.00	17307.00	0.00	5000.00	0.00
Other Awards																		
Quality Step Increases (QSI)	#	368	210	158	20	27	170	106	5	8	6	9	2	3	4	4	3	1
	%	100.00	57.07	42.93	5.43	7.34	46.20	28.80	1.36	2.17	1.63	2.45	0.54	0.82	1.09	1.09	0.82	0.27
Total Benefit	\$	927055	533419	393636	46566	69890	432194	271015	14632	17335	14359	19442	7044	6031	9927	8521	8697	1402
Average Benefit	\$	2519.17	2540.09	2491.37	2328.30	2588.52	2542.32	2556.75	2926.40	2166.88	2393.17	2160.22	3522.00	2010.33	2481.75	2130.25	2899.00	1402.00
Performance Based Pay Increase	#	15	10	5	0	1	9	4	0	0	0	0	0	0	1	0	0	0
	%	100.00	66.67	33.33	0.00	6.67	60.00	26.67	0.00	0.00	0.00	0.00	0.00	0.00	6.67	0.00	0.00	0.00
Total Benefit	\$	99385	67109	32276	0	5720	62109	26556	0	0	0	0	0	0	5000	0	0	0
Average Benefit	\$	6625.67	6710.90	6455.20	0.00	5720.00	6901.00	6639.00	0.00	0.00	0.00	0.00	0.00	0.00	5000.00	0.00	0.00	0.00
Total Monetary Awards	#	7873	5170	2703	454	331	4080	1970	169	128	236	115	35	20	146	104	50	35
	%	100.00	65.67	34.33	5.77	4.20	51.82	25.02	2.15	1.63	3.00	1.46	0.44	0.25	1.85	1.32	0.64	0.44
Total Value	\$	9854906	6502433	3352473	506636	437209	5298252	2490111	168624	138914	241586	118567	29659	24230	199552	111654	58124	31788
Average Value	\$	1251.73	1257.72	1240.28	1115.94	1320.87	1298.59	1264.02	997.78	1085.27	1023.67	1031.02	847.40	1211.50	1366.79	1073.60	1162.48	908.23

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Table B1-1: TOTAL WORKFORCE - Distribution by Disability Status (Participation Rate)

Employment Tenure	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06 99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
TOTAL WORKFORCE																		
Prior FY	#	5436	4215	397	824	213	2	18	66	23	8	8	10	16	4	53	0	5
	%	100.00	77.54	7.30	15.16	3.92	0.04	0.33	1.21	0.42	0.15	0.15	0.18	0.29	0.07	0.97	0.00	0.09
Current FY	#	5377	4186	398	793	199	2	19	59	21	7	10	8	14	3	52		4
	%	100.00	77.85	7.40	14.75	3.70	0.04	0.35	1.10	0.39	0.13	0.19	0.15	0.26	0.06	0.97	0.00	0.07
501 Goal	%				12.00%	2.00%												
Difference	#	-59	-29	1	-31	-14	0	1	-7	-2	-1	2	-2	-2	-1	-1	0	-1
Ratio Change	%	0.00	0.31	0.10	-0.41	-0.22	0.00	0.02	-0.12	-0.03	-0.02	0.04	-0.04	-0.03	-0.02	-0.01	0.00	-0.02
Net Change	%	-1.09	-0.69	0.25	-3.76	-6.57	0.00	5.56	-10.61	-8.70	-12.50	25.00	-20.00	-12.50	-25.00	-1.89	0.00	-20.00
EMPLOYEE GAINS																		
New Hires	#	583	431	67	85	26	1	7	4	1	0	2	0	1	1	9	0	0
	%	100.00	73.93	11.49	14.58	4.46	0.17	1.20	0.69	0.17	0.00	0.34	0.00	0.17	0.17	1.54	0.00	0.00
EMPLOYEE LOSSES																		
Reduction in Force	#	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
Removal	#	14	12	0	2	1	0	0	0	0	0	0	0	0	1	0	0	0
	%	100.00	85.71	0.00	14.29	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.14	0.00	0.00	0.00
Resignation	#	139	89	20	30	7	1	1	2	1	0	0	0	0	2	0	0	0
	%	100.00	64.03	14.39	21.58	5.04	0.72	0.72	1.44	0.72	0.00	0.00	0.00	0.00	1.44	0.00	0.00	0.00
Retirement	#	182	141	10	31	9	0	0	4	0	0	0	2	1	0	1	0	1
	%	100.00	77.47	5.49	17.03	4.95	0.00	0.00	2.20	0.00	0.00	0.00	1.10	0.55	0.00	0.55	0.00	0.55
Other Separations	#	268	192	30	46	18	0	2	4	1	1	1	1	2	1	5	0	0
	%	100.00	71.64	11.19	17.16	6.72	0.00	0.75	1.49	0.37	0.37	0.37	0.37	0.75	0.37	1.87	0.00	0.00
Total Separations	#	603	434	60	109	35	1	3	10	2	1	1	3	3	1	9	0	1
	%	100.00	71.97	9.95	18.08	5.80	0.17	0.50	1.66	0.33	0.17	0.17	0.50	0.50	0.17	1.49	0.00	0.17

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Table B1-1: TOTAL WORKFORCE - Distribution by Disability Status (Participation Rate)

Employment Tenure		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06 99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
PERMANENT WORKFORCE																		
Prior FY	#	5301	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4
	%	100.00	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08
Current FY	#	5249	4088	388	773	192	2	18	59	21	6	8	8	13	3	51		3
	%	100.00	77.88	7.39	14.73	3.66	0.04	0.34	1.12	0.40	0.11	0.15	0.15	0.25	0.06	0.97	0.00	0.06
Difference	#	-52	-24	3	-31	-14	0	2	-7	-2	-1	1	-2	-3	-1	0	0	-1
Ratio Change	%	0.00	0.31	0.13	-0.44	-0.23	0.00	0.04	-0.12	-0.03	-0.02	0.02	-0.04	-0.05	-0.02	0.01	0.00	-0.02
Net Change	%	-0.98	-0.58	0.78	-3.86	-6.80	0.00	12.50	-10.61	-8.70	-14.29	14.29	-20.00	-18.75	-25.00	0.00	0.00	-25.00
EMPLOYEE GAINS																		
New Hires	#	479	356	53	70	21	1	5	3	1	0	1	0	0	1	9	0	0
	%	100.00	74.32	11.06	14.61	4.38	0.21	1.04	0.63	0.21	0.00	0.21	0.00	0.00	0.21	1.88	0.00	0.00
EMPLOYEE LOSSES																		
Reduction in Force	#	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
Removal	#	11	9	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
	%	100.00	81.82	0.00	18.18	9.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.09	0.00	0.00
Resignation	#	123	77	18	28	7	1	1	2	1	0	0	0	0	0	2	0	0
	%	100.00	62.60	14.63	22.76	5.69	0.81	0.81	1.63	0.81	0.00	0.00	0.00	0.00	0.00	1.63	0.00	0.00
Retirement	#	182	141	10	31	9	0	0	4	0	0	0	2	1	0	1	0	1
	%	100.00	77.47	5.49	17.03	4.95	0.00	0.00	2.20	0.00	0.00	0.00	1.10	0.55	0.00	0.55	0.00	0.55
Other Separations	#	210	152	23	35	14	0	1	3	1	1	0	1	2	1	4	0	0
	%	100.00	72.38	10.95	16.67	6.67	0.00	0.48	1.43	0.48	0.48	0.00	0.48	0.95	0.48	1.90	0.00	0.00
Total Separations	#	526	379	51	96	31	1	2	9	2	1	0	3	3	1	8	0	1
	%	100.00	72.05	9.70	18.25	5.89	0.19	0.38	1.71	0.38	0.19	0.00	0.57	0.57	0.19	1.52	0.00	0.19

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Table B1-1: TOTAL WORKFORCE - Distribution by Disability Status (Participation Rate)

Employment Tenure	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06 99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
TEMPORARY WORKFORCE																	
Prior FY	#	135	103	12	20	7	0	2	0	0	1	1	0	0	2	0	1
	%	100.00	76.30	8.89	14.81	5.19	0.00	1.48	0.00	0.74	0.74	0.00	0.00	0.00	1.48	0.00	0.74
Current FY	#	128	98	10	20	7	0	1	0	1	2	0	1	0	1	0	1
	%	100.00	76.56	7.81	15.63	5.47	0.00	0.78	0.00	0.78	1.56	0.00	0.78	0.00	0.78	0.00	0.78
Difference	#	-7	-5	-2	0	0	0	-1	0	0	1	0	1	0	-1	0	0
Ratio Change	%	0.00	0.27	-1.08	0.81	0.28	0.00	-0.70	0.00	0.04	0.82	0.00	0.78	0.00	-0.70	0.00	0.04
Net Change	%	-5.19	-4.85	-16.67	0.00	0.00	0.00	-50.00	0.00	0.00	100.00	0.00	0.00	0.00	-50.00	0.00	0.00
EMPLOYEE GAINS																	
New Hires	#	104	75	14	15	5	0	2	1	0	1	0	1	0	0	0	0
	%	100.00	72.12	13.46	14.42	4.81	0.00	1.92	0.96	0.00	0.96	0.00	0.96	0.00	0.00	0.00	0.00
EMPLOYEE LOSSES																	
Reduction in Force	#	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
Removal	#	3	3	0	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	0.00
Resignation	#	16	12	2	2	0	0	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	0.00	0.00
Retirement	#	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
Other Separations	#	58	40	7	11	4	0	1	1	0	1	0	0	0	1	0	0
	%	100.00	68.97	12.07	18.97	6.90	0.00	1.72	1.72	0.00	1.72	0.00	0.00	0.00	1.72	0.00	0.00
Total Separations	#	77	55	9	13	4	0	1	1	0	1	0	0	0	1	0	0
	%	100.00	71.43	11.69	16.88	5.19	0.00	1.30	1.30	0.00	1.30	0.00	0.00	0.00	1.30	0.00	0.00

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Table B1-1: TOTAL WORKFORCE - Distribution by Disability Status (Participation Rate)

Employment Tenure	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06 99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
SCHEDULE A EMPLOYEES IN PERMANENT WORKFORCE																		
Prior FY	#	63	1	8	54	20	1	1	2	5	2	0	2	1	1	5	0	0
	%	100.00	1.59	12.70	85.71	31.75	1.59	1.59	3.17	7.94	3.17	0.00	3.17	1.59	1.59	7.94	0.00	0.00
Current FY	#	47	1	10	36	11	0	0	3	3	1	0	0	0	4	0	0	
	%	100.00	2.13	21.28	76.60	23.40	0.00	0.00	6.38	6.38	2.13	0.00	0.00	0.00	8.51	0.00	0.00	
Difference	#	-16	0	2	-18	-9	-1	-1	1	-2	-1	0	-2	-1	-1	-1	0	0
Ratio Change	%	0.00	0.54	8.58	-9.12	-8.34	-1.59	-1.59	3.21	-1.55	-1.05	0.00	-3.17	-1.59	-1.59	0.57	0.00	0.00
Net Change	%	-25.40	0.00	25.00	-33.33	-45.00	-100.00	-100.00	50.00	-40.00	-50.00	0.00	-100.00	-100.00	-100.00	-20.00	0.00	0.00
EMPLOYEE GAINS																		
New Hires	#	17	0	5	12	4	0	0	2	0	0	0	0	0	0	2	0	0
	%	100.00	0.00	29.41	70.59	23.53	0.00	0.00	11.76	0.00	0.00	0.00	0.00	0.00	0.00	11.76	0.00	0.00
EMPLOYEE LOSSES																		
Convert to Career	#	21	0	2	19	7	0	0	1	1	1	0	1	0	1	2	0	0
	%	100.00	0.00	9.52	90.48	33.33	0.00	0.00	4.76	4.76	4.76	0.00	4.76	0.00	4.76	9.52	0.00	0.00
Total Separations	#	10	0	1	9	5	1	1	0	1	0	0	1	0	0	1	0	0
	%	100.00	0.00	10.00	90.00	50.00	10.00	10.00	0.00	10.00	0.00	0.00	10.00	0.00	0.00	10.00	0.00	0.00

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Table B1-2: TOTAL WORKFORCE - Distribution by Disability Status (Inclusion Rate)

Employment Tenure	Total	Persons Without Disability	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
																			TOTAL WORKFORCE
Prior FY	#	5436	4612	4215	397	824	213	2	18	66	23	8	8	10	16	4	53	0	5
	%	100.00	84.84	77.54	7.30	15.16	3.92	0.04	0.33	1.21	0.42	0.15	0.15	0.18	0.29	0.07	0.97	0.00	0.09
Current FY	#	5377	4584	4186	398	793	199	2	19	59	21	7	10	8	14	3	52	0	4
	%	100.00	85.25	77.85	7.40	14.75	3.70	0.04	0.35	1.10	0.39	0.13	0.19	0.15	0.26	0.06	0.97	0.00	0.07
501 Goal	%					12.00%	2.00%												
Difference	#	-59	-28	-29	1	-31	-14	0	1	-7	-2	-1	2	-2	-2	-1	-1	0	-1
Ratio Change	%	0.00	0.41	0.31	0.10	-0.41	-0.22	0.00	0.02	-0.12	-0.03	-0.02	0.04	-0.04	-0.03	-0.02	-0.01	0.00	-0.02
Net Change	%	-1.09	-0.61	-0.69	0.25	-3.76	-6.57	0.00	5.56	-10.61	-8.70	-12.50	25.00	-20.00	-12.50	-25.00	-1.89	0.00	-20.00
EMPLOYEE GAINS (Current FY Inclusion Rate)																			
New Hires	#	583	498	431	67	85	26	1	7	4	1	0	2	0	1	1	9	0	0
	%	10.84	10.86	10.30	16.83	10.72	13.07	50.00	36.84	6.78	4.76	0.00	20.00	0.00	7.14	33.33	17.31	0.00	0.00
EMPLOYEE LOSSES (Prior FY Inclusion Rate)																			
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Removal	#	14	12	12	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
	%	0.26	0.26	0.28	0.00	0.24	0.47	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.89	0.00	0.00
Resignation	#	139	109	89	20	30	7	1	1	2	1	0	0	0	0	0	2	0	0
	%	2.56	2.36	2.11	5.04	3.64	3.29	50.00	5.56	3.03	4.35	0.00	0.00	0.00	0.00	0.00	3.77	0.00	0.00
Retirement	#	182	151	141	10	31	9	0	0	4	0	0	0	2	1	0	1	0	1
	%	3.35	3.27	3.35	2.52	3.76	4.23	0.00	0.00	6.06	0.00	0.00	0.00	20.00	6.25	0.00	1.89	0.00	20.00
Other Separations	#	268	222	192	30	46	18	0	2	4	1	1	1	1	2	1	5	0	0
	%	4.93	4.81	4.56	7.56	5.58	8.45	0.00	11.11	6.06	4.35	12.50	12.50	10.00	12.50	25.00	9.43	0.00	0.00
Total Separations	#	603	494	434	60	109	35	1	3	10	2	1	1	3	3	1	9	0	1
	%	11.09	10.71	10.30	15.11	13.23	16.43	50.00	16.67	15.15	8.70	12.50	12.50	30.00	18.75	25.00	16.98	0.00	20.00

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Table B1-2: TOTAL WORKFORCE - Distribution by Disability Status (Inclusion Rate)

Employment Tenure	Total	Persons Without Disability	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
PERMANENT WORKFORCE																			
Prior FY	#	5301	4497	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4
	%	100.00	84.83	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08
Current FY	#	5249	4476	4088	388	773	192	2	18	59	21	6	8	8	13	3	51	0	3
	%	100.00	85.27	77.88	7.39	14.73	3.66	0.04	0.34	1.12	0.40	0.11	0.15	0.15	0.25	0.06	0.97	0.00	0.06
Difference	#	-52	-21	-24	3	-31	-14	0	2	-7	-2	-1	1	-2	-3	-1	0	0	-1
Ratio Change	%	0.00	0.44	0.31	0.13	-0.44	-0.23	0.00	0.04	-0.12	-0.03	-0.02	0.02	-0.04	-0.05	-0.02	0.01	0.00	-0.02
Net Change	%	-0.98	-0.47	-0.58	0.78	-3.86	-6.80	0.00	12.50	-10.61	-8.70	-14.29	14.29	-20.00	-18.75	-25.00	0.00	0.00	-25.00
EMPLOYEE GAINS (Current FY Inclusion Rate)																			
New Hires	#	479	409	356	53	70	21	1	5	3	1	0	1	0	0	1	9	0	0
	%	9.13	9.14	8.71	13.66	9.06	10.94	50.00	27.78	5.08	4.76	0.00	12.50	0.00	0.00	33.33	17.65	0.00	0.00
EMPLOYEE LOSSES (Prior FY Inclusion Rate)																			
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Removal	#	11	9	9	0	2	1	0	0	0	0	0	0	0	0	1	0	0	0
	%	0.21	0.20	0.22	0.00	0.25	0.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.96	0.00	0.00	
Resignation	#	123	95	77	18	28	7	1	1	2	1	0	0	0	0	2	0	0	
	%	2.32	2.11	1.87	4.68	3.48	3.40	50.00	6.25	3.03	4.35	0.00	0.00	0.00	0.00	3.92	0.00	0.00	
Retirement	#	182	151	141	10	31	9	0	0	4	0	0	0	2	1	0	1	0	1
	%	3.43	3.36	3.43	2.60	3.86	4.37	0.00	0.00	6.06	0.00	0.00	0.00	20.00	6.25	0.00	1.96	0.00	25.00
Other Separations	#	210	175	152	23	35	14	0	1	3	1	0	0	1	2	1	4	0	0
	%	3.96	3.89	3.70	5.97	4.35	6.80	0.00	6.25	4.55	4.35	14.29	0.00	10.00	12.50	25.00	7.84	0.00	0.00
Total Separations	#	526	430	379	51	96	31	1	2	9	2	1	0	3	3	1	8	0	1
	%	9.92	9.56	9.22	13.25	11.94	15.05	50.00	12.50	13.64	8.70	14.29	0.00	30.00	18.75	25.00	15.69	0.00	25.00

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Table B1-2: TOTAL WORKFORCE - Distribution by Disability Status (Inclusion Rate)

Employment Tenure	Total	Persons Without Disability	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
																			TEMPORARY WORKFORCE
Prior FY	#	135	115	103	12	20	7	0	2	0	0	1	1	0	0	0	2	0	1
	%	100.00	85.19	76.30	8.89	14.81	5.19	0.00	1.48	0.00	0.00	0.74	0.74	0.00	0.00	0.00	1.48	0.00	0.74
Current FY	#	128	108	98	10	20	7	0	1	0	0	1	2	0	1	0	1	0	1
	%	100.00	84.38	76.56	7.81	15.63	5.47	0.00	0.78	0.00	0.00	0.78	1.56	0.00	0.78	0.00	0.78	0.00	0.78
Difference	#	-7	-7	-5	-2	0	0	0	-1	0	0	0	1	0	1	0	-1	0	0
Ratio Change	%	0.00	-0.81	0.27	-1.08	0.81	0.28	0.00	-0.70	0.00	0.00	0.04	0.82	0.00	0.78	0.00	-0.70	0.00	0.04
Net Change	%	-5.19	-6.09	-4.85	-16.67	0.00	0.00	0.00	-50.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	-50.00	0.00	0.00
EMPLOYEE GAINS (Current FY Inclusion Rate)																			
New Hires	#	104	89	75	14	15	5	0	2	1	0	0	1	0	1	0	0	0	0
	%	81.25	82.41	76.53	140.00	75.00	71.43	0.00	200.00	0.00	0.00	0.00	50.00	0.00	100.00	0.00	0.00	0.00	0.00
EMPLOYEE LOSSES (Prior FY Inclusion Rate)																			
Reduction in Force	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Removal	#	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	2.22	2.61	2.91	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Resignation	#	16	14	12	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	11.85	12.17	11.65	16.67	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retirement	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.00	0.00	0.00	0.00	0.00	0.00	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 Separations	#	58	47	40	7	11	4	0	1	1	0	0	1	0	0	0	1	0	0
	%	42.96	40.87	38.83	58.33	55.00	57.14	0.00	50.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	50.00	0.00	0.00
Total Separations	#	77	64	55	9	13	4	0	1	1	0	0	1	0	0	0	1	0	0
	%	57.04	55.65	53.40	75.00	65.00	57.14	0.00	50.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	50.00	0.00	0.00

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Table B1-2: TOTAL WORKFORCE - Distribution by Disability Status (Inclusion Rate)

Employment Tenure	Total	Persons Without Disability	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
																			SCHEDULE A EMPLOYEES IN PERMANENT WORKFORCE
Prior FY	#	63	9	1	8	54	20	1	1	2	5	2	0	2	1	1	5	0	0
	%	100.00	14.29	1.59	12.70	85.71	31.75	1.59	1.59	3.17	7.94	3.17	0.00	3.17	1.59	1.59	7.94	0.00	0.00
Current FY	#	47	11	1	10	36	11	0	0	3	3	1	0	0	0	0	4	0	0
	%	100.00	23.40	2.13	21.28	76.60	23.40	0.00	0.00	6.38	6.38	2.13	0.00	0.00	0.00	0.00	8.51	0.00	0.00
Difference	#	-16	2	0	2	-18	-9	-1	-1	1	-2	-1	0	-2	-1	-1	-1	0	0
Ratio Change	%	0.00	9.12	0.54	8.58	-9.12	-8.34	-1.59	-1.59	3.21	-1.55	-1.05	0.00	-3.17	-1.59	-1.59	0.57	0.00	0.00
Net Change	%	-25.40	22.22	0.00	25.00	-33.33	-45.00	-100.00	-100.00	50.00	-40.00	-50.00	0.00	-100.00	-100.00	-100.00	-20.00	0.00	0.00
EMPLOYEE GAINS (Current FY Inclusion Rate)																			
New Hires	#	17	5	0	5	12	4	0	0	2	0	0	0	0	0	0	2	0	0
	%	36.17	45.45	0.00	50.00	33.33	36.36	0.00	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	50.00	0.00	0.00
EMPLOYEE LOSSES (Prior FY Inclusion Rate)																			
Convert to Career	#	21	2	0	2	19	7	0	0	1	1	1	0	1	0	1	2	0	0
	%	33.33	22.22	0.00	25.00	35.19	35.00	0.00	0.00	50.00	20.00	50.00	0.00	50.00	0.00	100.00	40.00	0.00	0.00
Separations	#	10	1	0	1	9	5	1	1	0	1	0	0	1	0	0	1	0	0
	%	15.87	11.11	0.00	12.50	16.67	25.00	100.00	100.00	0.00	20.00	0.00	0.00	50.00	0.00	0.00	20.00	0.00	0.00

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Table B2: PERMANENT WORKFORCE BY COMPONENT - Distribution by Disability Status (Participation Rate)

Organizational Component	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%			12.00%	2.00%													
Permanent Workforce	#	5249	4088	388	773	192	2	18	59	21	6	8	8	13	3	51	0	3
	%	100.00	77.88	7.39	14.73	3.66	0.04	0.34	1.12	0.40	0.11	0.15	0.15	0.25	0.06	0.97	0.00	0.06
Columbia-Pacific Northwest Region	#	1149	867	109	173	54	0	3	23	7	1	2	1	3	0	13	0	1
	%	100.00	75.46	9.49	15.06	4.70	0.00	0.26	2.00	0.61	0.09	0.17	0.09	0.26	0.00	1.13	0.00	0.09
California-Great Basin Region	#	915	708	68	139	41	1	3	18	3	1	1	0	3	0	10	0	1
	%	100.00	77.38	7.43	15.19	4.48	0.11	0.33	1.97	0.33	0.11	0.11	0.00	0.33	0.00	1.09	0.00	0.11
Lower Colorado Basin Region	#	795	606	66	123	19	0	3	5	2	1	1	0	2	0	5	0	0
	%	100.00	76.23	8.30	15.47	2.39	0.00	0.38	0.63	0.25	0.13	0.13	0.00	0.25	0.00	0.63	0.00	0.00
Upper Colorado Basin Region	#	790	595	61	134	37	1	2	10	5	1	1	4	1	1	11	0	0
	%	100.00	75.32	7.72	16.96	4.68	0.13	0.25	1.27	0.63	0.13	0.13	0.51	0.13	0.13	1.39	0.00	0.00
Missouri Basin and Arkansas-Rio Grande-Texas Gulf Regions	#	607	482	32	93	18	0	5	2	1	1	3	1	2	0	2	0	1
	%	100.00	79.41	5.27	15.32	2.97	0.00	0.82	0.33	0.16	0.16	0.49	0.16	0.33	0.00	0.33	0.00	0.16
Denver-Washington DC	#	993	830	52	111	23	0	2	1	3	1	0	2	2	2	10	0	0
	%	100.00	83.59	5.24	11.18	2.32	0.00	0.20	0.10	0.30	0.10	0.00	0.20	0.20	0.20	1.01	0.00	0.00

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Table B3: OCCUPATIONAL CATEGORIES - Distribution by Disability (Participation Rate) - Permanent Workforce

Occupational Categories	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%			12.00%	2.00%												
1. Management																	
Executives	#	76	69	5	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.79	6.58	2.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Managers	#	445	386	19	40	9	0	3	2	1	0	2	0	0	1	0	0
	%	100.00	86.74	4.27	8.99	2.02	0.00	0.67	0.45	0.22	0.00	0.45	0.00	0.00	0.22	0.00	0.00
Supervisors	#	237	185	21	31	6	0	4	2	0	0	0	0	0	0	0	0
	%	100.00	78.06	8.86	13.08	2.53	0.00	1.69	0.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Management	#	758	640	45	73	15	0	7	4	1	0	2	0	0	1	0	0
	%	100.00	84.43	5.94	9.63	1.98	0.00	0.92	0.53	0.13	0.00	0.26	0.00	0.00	0.13	0.00	0.00
2. Professionals	#	1606	1334	94	178	40	1	2	8	2	4	3	4	0	13	0	0
	%	100.00	83.06	5.85	11.08	2.49	0.06	0.12	0.50	0.12	0.25	0.19	0.19	0.25	0.81	0.00	0.00
3. Technicians	#	235	172	21	42	14	0	7	1	0	1	1	2	0	2	0	0
	%	100.00	73.19	8.94	17.87	5.96	0.00	2.98	0.43	0.00	0.43	0.43	0.85	0.00	0.85	0.00	0.00
4. Sales Workers	#	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
5. Administrative Support Workers	#	450	286	34	130	41	1	2	14	5	0	0	3	3	13	0	0
	%	100.00	63.56	7.56	28.89	9.11	0.22	0.44	3.11	1.11	0.00	0.00	0.67	0.67	2.89	0.00	0.00
6. Craft Workers	#	884	680	68	136	34	0	15	3	0	2	0	2	0	9	0	2
	%	100.00	76.92	7.69	15.38	3.85	0.00	1.70	0.34	0.00	0.23	0.00	0.23	0.00	1.02	0.00	0.23
7. Operatives	#	81	60	12	9	2	0	0	0	0	1	0	0	0	0	0	0
	%	100.00	74.07	14.81	11.11	2.47	0.00	0.00	0.00	0.00	1.23	0.00	0.00	0.00	0.00	0.00	0.00
8. Laborers and Helpers	#	47	37	4	6	3	0	1	1	0	0	0	0	0	1	0	0
	%	100.00	78.72	8.51	12.77	6.38	0.00	2.13	2.13	0.00	0.00	0.00	0.00	0.00	2.13	0.00	0.00
9. Service Workers	#	165	119	21	25	6	0	0	0	0	0	0	0	0	2	0	0
	%	100.00	72.12	12.73	15.15	3.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.21	0.00	0.00
Unknown	#	2	2	0	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	0.00

Bureau of Reclamation - as of September 30, 2020

Table B4GSP: GENERAL SCHEDULE (GS) GRADES - Distribution by Disability (Participation Rate) - Permanent Workforce

GS/GM/GL GRADES		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00%	2.00%												
GS-01	#	1	0	0	1	0	0	0	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	0.00	0.00	0.00
GS-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
GS-03	#	4	0	0	4	2	0	0	1	0	0	0	0	0	1	0	0	0
	%	100.00	0.00	0.00	100.00	50.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00	0.00	0.00
GS-04	#	33	22	2	9	3	0	1	0	0	0	0	0	0	2	0	0	0
	%	100.00	66.67	6.06	27.27	9.09	0.00	3.03	0.00	0.00	0.00	0.00	0.00	0.00	6.06	0.00	0.00	0.00
GS-05	#	145	95	9	41	17	1	1	8	1	0	1	0	1	0	4	0	0
	%	100.00	65.52	6.21	28.28	11.72	0.69	0.69	5.52	0.69	0.00	0.69	0.00	0.69	0.00	2.76	0.00	0.00
GS-06	#	156	100	21	35	12	0	0	2	1	0	0	1	1	0	7	0	0
	%	100.00	64.10	13.46	22.44	7.69	0.00	0.00	1.28	0.64	0.00	0.00	0.64	0.64	0.00	4.49	0.00	0.00
GS-07	#	354	250	27	77	21	0	6	6	3	1	0	0	2	0	3	0	0
	%	100.00	70.62	7.63	21.75	5.93	0.00	1.69	1.69	0.85	0.28	0.00	0.00	0.56	0.00	0.85	0.00	0.00
GS-08	#	64	48	4	12	2	0	0	2	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	6.25	18.75	3.13	0.00	0.00	3.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	351	253	30	68	14	0	0	4	4	1	0	1	1	0	3	0	0
	%	100.00	72.08	8.55	19.37	3.99	0.00	0.00	1.14	1.14	0.28	0.00	0.28	0.28	0.00	0.85	0.00	0.00
GS-10	#	42	33	5	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	78.57	11.90	9.52	0.00	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	#	754	576	63	115	26	0	1	9	3	2	3	0	2	0	6	0	0
	%	100.00	76.39	8.36	15.25	3.45	0.00	0.13	1.19	0.40	0.27	0.40	0.00	0.27	0.00	0.80	0.00	0.00
GS-12	#	1268	1012	97	159	40	1	7	8	1	1	1	3	3	0	14	0	1
	%	100.00	79.81	7.65	12.54	3.15	0.08	0.55	0.63	0.08	0.08	0.08	0.24	0.24	0.00	1.10	0.00	0.08

Bureau of Reclamation - as of September 30, 2020

Table B4GSP: GENERAL SCHEDULE (GS) GRADES - Distribution by Disability (Participation Rate) - Permanent Workforce

GS/GM/GL GRADES		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00%	2.00%												
GS-13	#	669	582	26	61	9	0	0	1	2	0	0	2	1	0	3	0	0
	%	100.00	87.00	3.89	9.12	1.35	0.00	0.00	0.15	0.30	0.00	0.00	0.30	0.15	0.00	0.45	0.00	0.00
GS-14	#	220	192	6	22	6	0	0	2	1	1	0	1	0	0	1	0	0
	%	100.00	87.27	2.73	10.00	2.73	0.00	0.00	0.91	0.45	0.45	0.00	0.45	0.00	0.00	0.45	0.00	0.00
GS-15	#	59	52	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	88.14	8.47	3.39	0.00	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)	#	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 GS Employees	#	14	14	0	0	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	0.00	0.00
SES	#	4	4	0	0	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	0.00	0.00
Other Senior Pay	#	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 Senior Pay	#	4	4	0	0	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	0.00	0.00
GS-1 to GS-10	#	1150	801	98	251	71	1	8	23	9	2	1	2	5	3	17	0	0
	%	100.00	69.65	8.52	21.83	6.17	0.09	0.70	2.00	0.78	0.17	0.09	0.17	0.43	0.26	1.48	0.00	0.00
GS-11 to SES	#	2974	2418	197	359	81	1	8	20	7	4	4	6	6	0	24	0	1
	%	100.00	81.30	6.62	12.07	2.72	0.03	0.27	0.67	0.24	0.13	0.13	0.20	0.20	0.00	0.81	0.00	0.03

Bureau of Reclamation - as of September 30, 2020
Table B5P: SALARY - Distribution by Disability (Participation Rate) - Permanent Workforce

Salary Range		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00%	2.00%												
Up to \$20,000	#	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
\$20,001-\$30,000	#	2	0	0	2	1	0	0	1	0	0	0	0	0	0	0	0	0
	%	100.00	0.00	0.00	100.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$30,001-\$40,000	#	123	80	8	35	13	0	2	5	1	0	0	0	0	2	3	0	0
	%	100.00	65.04	6.50	28.46	10.57	0.00	1.63	4.07	0.81	0.00	0.00	0.00	0.00	1.63	2.44	0.00	0.00
\$40,001-\$50,000	#	407	280	34	93	33	0	6	10	3	1	0	1	2	1	9	0	0
	%	100.00	68.80	8.35	22.85	8.11	0.00	1.47	2.46	0.74	0.25	0.00	0.25	0.49	0.25	2.21	0.00	0.00
\$50,001-\$60,000	#	433	296	43	94	21	1	0	5	5	1	1	1	3	0	4	0	0
	%	100.00	68.36	9.93	21.71	4.85	0.23	0.00	1.15	1.15	0.23	0.23	0.23	0.69	0.00	0.92	0.00	0.00
\$60,001-\$70,000	#	441	327	51	63	11	0	0	6	1	0	0	0	1	0	3	0	0
	%	100.00	74.15	11.56	14.29	2.49	0.00	0.00	1.36	0.23	0.00	0.00	0.00	0.23	0.00	0.68	0.00	0.00
\$70,001-\$80,000	#	568	433	37	98	25	0	2	6	5	1	4	0	1	0	5	0	1
	%	100.00	76.23	6.51	17.25	4.40	0.00	0.35	1.06	0.88	0.18	0.70	0.00	0.18	0.00	0.88	0.00	0.18
\$80,001-\$90,000	#	549	411	59	79	21	0	2	3	1	1	2	0	3	0	9	0	0
	%	100.00	74.86	10.75	14.39	3.83	0.00	0.36	0.55	0.18	0.18	0.36	0.00	0.55	0.00	1.64	0.00	0.00
\$90,001-\$100,000	#	735	576	56	103	21	1	5	4	1	0	0	2	1	0	5	0	2
	%	100.00	78.37	7.62	14.01	2.86	0.14	0.68	0.54	0.14	0.00	0.00	0.27	0.14	0.00	0.68	0.00	0.27

Bureau of Reclamation - as of September 30, 2020
Table B5P: SALARY - Distribution by Disability (Participation Rate) - Permanent Workforce

Salary Range		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%				12.00%	2.00%												
\$100,001-\$110,000	#	772	628	41	103	20	0	1	11	1	0	0	0	0	0	7	0	0
	%	100.00	81.35	5.31	13.34	2.59	0.00	0.13	1.42	0.13	0.00	0.00	0.00	0.00	0.00	0.91	0.00	0.00
\$110,001-\$120,000	#	495	418	29	48	13	0	0	4	2	1	0	2	0	0	4	0	0
	%	100.00	84.44	5.86	9.70	2.63	0.00	0.00	0.81	0.40	0.20	0.00	0.40	0.00	0.00	0.81	0.00	0.00
\$120,001-\$130,000	#	356	314	17	25	7	0	0	3	0	0	1	1	1	0	1	0	0
	%	100.00	88.20	4.78	7.02	1.97	0.00	0.00	0.84	0.00	0.00	0.28	0.28	0.28	0.00	0.28	0.00	0.00
\$130,001-\$140,000	#	195	172	5	18	3	0	0	1	0	0	0	0	1	0	1	0	0
	%	100.00	88.21	2.56	9.23	1.54	0.00	0.00	0.51	0.00	0.00	0.00	0.00	0.51	0.00	0.51	0.00	0.00
\$140,001-\$150,000	#	74	65	1	8	3	0	0	0	1	1	0	1	0	0	0	0	0
	%	100.00	87.84	1.35	10.81	4.05	0.00	0.00	0.00	1.35	1.35	0.00	1.35	0.00	0.00	0.00	0.00	0.00
\$150,001-\$160,000	#	58	52	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	89.66	8.62	1.72	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$161,001-\$170,000	#	15	13	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	86.67	6.67	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$170,001-\$180,000	#	10	8	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	80.00	10.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\$180,001 and Greater	#	16	15	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	93.75	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Bureau of Reclamation - as of September 30, 2020

Table B6P (0201): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%			12.00%	2.00%													
Human Resources Management/0201	#	104	79	12	13	4	0	1	1	1	0	0	0	0	0	1	0	0
	%	100.00	75.96	11.54	12.50	3.85	0.00	0.96	0.96	0.96	0.00	0.00	0.00	0.00	0.00	0.96	0.00	0.00
GS-15	#	1	1	0	0	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	0.00	0.00
GS-14	#	7	6	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	%	100.00	85.71	0.00	14.29	14.29	0.00	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	16	14	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0
	%	100.00	87.50	0.00	12.50	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.25	0.00	0.00
GS-12	#	48	36	6	6	1	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	12.50	12.50	2.08	0.00	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	15	11	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	73.33	20.00	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	15	9	3	3	1	0	0	0	1	0	0	0	0	0	0	0	0
	%	100.00	60.00	20.00	20.00	6.67	0.00	0.00	0.00	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	1	1	0	0	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	0.00	0.00
GS-05	#	1	1	0	0	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	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020
Table B6P (0401): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%			12.00%	2.00%												
Gen Natural Resources Mgmt & Bio Sciences/0401	#	173	144	6	23	4	0	1	2	1	0	0	0	0	0	0	0
	%	100.00	83.24	3.47	13.29	2.31	0.00	0.58	1.16	0.58	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14	#	4	4	0	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	0.00
GS-13	#	26	22	1	3	1	0	0	1	0	0	0	0	0	0	0	0
	%	100.00	84.62	3.85	11.54	3.85	0.00	0.00	3.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	95	81	3	11	2	0	1	1	0	0	0	0	0	0	0	0
	%	100.00	85.26	3.16	11.58	2.11	0.00	1.05	1.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	32	25	1	6	1	0	0	0	1	0	0	0	0	0	0	0
	%	100.00	78.13	3.13	18.75	3.13	0.00	0.00	0.00	3.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	10	7	1	2		0	0	0	0	0	0	0	0	0	0	0
	%	100.00	70.00	10.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	5	4	0	1	0	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	0.00
GS-05	#	1	1	0	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	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020
Table B6P (0510): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%			12.00%	2.00%												
Accounting/0510	#	83	66	5	12	2	1	0	1	0	0	0	0	0	0	0	0
	%	100.00	79.52	6.02	14.46	2.41	1.20	0.00	1.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14	#	4	4	0	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	0.00
GS-13	#	25	22	1	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	88.00	4.00	8.00	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	#	34	25	2	7	1	1	0	0	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	0.00	0.00
GS-11	#	15	10	2	3	1	0	0	1	0	0	0	0	0	0	0	0
	%	100.00	66.67	13.33	20.00	6.67	0.00	0.00	6.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	2	2	0	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	0.00
GS-07	#	1	1	0	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	0.00
GS-05	#	2	2	0	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	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020
Table B6P (0560): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%			12.00%	2.00%													
Budget Analysis/0560	#	93	71	4	18	3	0	0	1	0	1	0	0	0	0	1	0	0
	%	100.00	76.34	4.30	19.35	3.23	0.00	0.00	1.08	0.00	1.08	0.00	0.00	0.00	0.00	1.08	0.00	0.00
GS-15	#	1	0	0	1	0	0	0	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	0.00	0.00	0.00
GS-14	#	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	14	13	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	92.86	7.14	0.00	0.00	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	#	23	17	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	73.91	0.00	26.09	0.00	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	#	33	26	2	5	1	0	0	1	0	0	0	0	0	0	0	0	0
	%	100.00	78.79	6.06	15.15	3.03	0.00	0.00	3.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	13	9	0	4	2	0	0	0	0	1	0	0	0	1	0	0	0
	%	100.00	69.23	0.00	30.77	15.38	0.00	0.00	0.00	0.00	7.69	0.00	0.00	0.00	7.69	0.00	0.00	0.00
GS-07	#	5	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	60.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table B6P (0810): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%			12.00%	2.00%												
Civil Engineering/0810	#	707	635	26	46	9	0	1	2	0	0	1	1	0	3	0	0
	%	100.00	89.82	3.68	6.51	1.27	0.00	0.14	0.28	0.00	0.00	0.14	0.14	0.00	0.42	0.00	0.00
GS-15	#	5	4	0	1	0	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	0.00
GS-14	#	58	54	1	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	93.10	1.72	5.17	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-13	#	187	174	2	11	3	0	0	0	0	0	1	1	0	1	0	0
	%	100.00	93.05	1.07	5.88	1.60	0.00	0.00	0.00	0.00	0.00	0.53	0.53	0.00	0.53	0.00	0.00
GS-12	#	284	251	17	16	3	0	1	1	0	0	0	0	0	1	0	0
	%	100.00	88.38	5.99	5.63	1.06	0.00	0.35	0.35	0.00	0.00	0.00	0.00	0.00	0.35	0.00	0.00
GS-11	#	141	123	5	13	3	0	0	1	0	0	1	0	0	1	0	0
	%	100.00	87.23	3.55	9.22	2.13	0.00	0.00	0.71	0.00	0.00	0.71	0.00	0.00	0.71	0.00	0.00
GS-09	#	24	22	0	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	91.67	0.00	8.33	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-07	#	7	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	85.71	14.29	0.00	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-05	#	1	1	0	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	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020
Table B6P (0830): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%			12.00%	2.00%												
Mechanical Engineering/0830	#	96	83	5	8	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	86.46	5.21	8.33	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-14	#	3	2	1	0	0	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	0.00	0.00
GS-13	#	19	17	0	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	89.47	0.00	10.53	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	#	44	37	3	4	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	84.09	6.82	9.09	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	#	23	21	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	91.30	4.35	4.35	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	4	0	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	0.00
GS-07	#	3	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	66.67	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table B6P (0850): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%				12.00%	2.00%												
Electrical Engineering/0850	#	162	133	9	20	6	0	0	1	1	1	0	1	1	0	1	0	0
	%	100.00	82.10	5.56	12.35	3.70	0.00	0.00	0.62	0.62	0.62	0.00	0.62	0.62	0.00	0.62	0.00	0.00
GS-14	#	7	6	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	85.71	0.00	14.29	0.00	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-13	#	37	31	1	5	1	0	0	0	1	0	0	0	0	0	0	0	0
	%	100.00	83.78	2.70	13.51	2.70	0.00	0.00	0.00	2.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	72	59	5	8	4	0	0	1	0	1	0	1	0	0	1	0	0
	%	100.00	81.94	6.94	11.11	5.56	0.00	0.00	1.39	0.00	1.39	0.00	1.39	0.00	0.00	1.39	0.00	0.00
GS-11	#	25	19	2	4	1	0	0	0	0	0	0	1	0	0	0	0	0
	%	100.00	76.00	8.00	16.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	12	9	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	8.33	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	8	8	0	0	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	0.00	0.00
GS-05	#	1	1	0	0	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	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020
Table B6P (1102): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
501 Goal	%			12.00%	2.00%												
Contracting/1102	#	159	107	25	27	5	0	2	1	1	0	0	0	0	1	0	0
	%	100.00	67.30	15.72	16.98	3.14	0.00	1.26	0.63	0.63	0.00	0.00	0.00	0.00	0.63	0.00	0.00
GS-15	#	1	1	0	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	0.00
GS-14	#	7	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	85.71	14.29	0.00	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-13	#	31	19	6	6	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	61.29	19.35	19.35	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	#	77	51	11	15	4	0	2	1	0	0	0	0	0	1	0	0
	%	100.00	66.23	14.29	19.48	5.19	0.00	2.60	1.30	0.00	0.00	0.00	0.00	0.00	1.30	0.00	0.00
GS-11	#	19	12	4	3	1	0	0	0	1	0	0	0	0	0	0	0
	%	100.00	63.16	21.05	15.79	5.26	0.00	0.00	0.00	5.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	22	16	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	72.73	13.64	13.64	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-07	#	1	1	0	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	0.00
GS-05	#	1	1	0	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	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table B6P (2810): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%				12.00%	2.00%												
Electrician (High Voltage)/2810	#	164	131	9	24	3	0	0	2	0	0	0	0	0	0	1	0	0
	%	100.00	79.88	5.49	14.63	1.83	0.00	0.00	1.22	0.00	0.00	0.00	0.00	0.00	0.00	0.61	0.00	0.00
XE-00	#	4	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	50.00	25.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BL-00	#	7	5	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0
	%	100.00	71.43	14.29	14.29	14.29	0.00	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BB-00	#	149	120	7	22	2	0	0	1	0	0	0	0	0	0	1	0	0
	%	100.00	80.54	4.70	14.77	1.34	0.00	0.00	0.67	0.00	0.00	0.00	0.00	0.00	0.00	0.67	0.00	0.00
WB-00	#	4	4	0	0	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	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table B6P (5352): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%			12.00%	2.00%													
Industrial Equipment Mechanic/5352	#	244	187	13	44	14	0	1	7	0	0	0	0	0	0	6	0	0
	%	100.00	76.64	5.33	18.03	5.74	0.00	0.41	2.87	0.00	0.00	0.00	0.00	0.00	0.00	2.46	0.00	0.00
XE-00	#	19	17	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	89.47	5.26	5.26	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BL-00	#	12	10	0	2	0	0	0	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	0.00	0.00	0.00
BB-00	#	207	156	11	40	14	0	1	7	0	0	0	0	0	6	0	0	
	%	100.00	75.36	5.31	19.32	6.76	0.00	0.48	3.38	0.00	0.00	0.00	0.00	0.00	2.90	0.00	0.00	
WB-00	#	6	4	1	1	0	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	0.00	

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - as of September 30, 2020

Table B6P (5407): MISSION-CRITICAL OCCUPATIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Mission-Critical Occupations	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%			12.00%	2.00%													
Electric Power Controlling/5407	#	154	119	16	19	4	0	0	3	0	0	0	0	0	0	1	0	0
	%	100.00	77.27	10.39	12.34	2.60	0.00	0.00	1.95	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.00	0.00
XE-00	#	10	9	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BL-00	#	4	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	75.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BB-00	#	139	106	15	18	4	0	0	3	0	0	0	0	0	0	1	0	0
	%	100.00	76.26	10.79	12.95	2.88	0.00	0.00	2.16	0.00	0.00	0.00	0.00	0.00	0.00	0.72	0.00	0.00
WB-00	#	1	1	0	0	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	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

Bureau of Reclamation - FY2020																		
Table B7 (SES): SENIOR GRADE LEVELS - Distribution by Disability (Participation Rate) - Permanent Workforce																		
Upward Mobility to Senior Grade Levels	Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%				12.00%	2.00%												
Total Senior Grades	#	966	844	37	85	15	0	0	3	3	1	0	3	1	0	4	0	0
	%	100.00	87.37	3.83	8.80	1.55	0.00	0.00	0.31	0.31	0.10	0.00	0.31	0.10	0.00	0.41	0.00	0.00
SES or Equivalent:	#	14	14	0	0	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	0.00	0.00
Senior Other:	#	4	4	0	0	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	0.00	0.00
GS15 or Equivalent:	#	59	52	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	88.14	8.47	3.39	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS14 or Equivalent:	#	220	192	6	22	6	0	0	2	1	1	0	1	0	0	1	0	0
	%	100.00	87.27	2.73	10.00	2.73	0.00	0.00	0.91	0.45	0.45	0.00	0.45	0.00	0.00	0.45	0.00	0.00
GS13 or Equivalent:	#	669	582	26	61	9	0	0	1	2	0	0	2	1	0	3	0	0
	%	100.00	87.00	3.89	9.12	1.35	0.00	0.00	0.15	0.30	0.00	0.00	0.30	0.15	0.00	0.45	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

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Table B8: MANAGEMENT POSITIONS - Distribution by Disability (Participation Rate) - Permanent Workforce

Upward Mobility to Management Positions	Total	No Disability (05)	Not Identified (01)	Disability (02 03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
501 Goal	%			12.00%	2.00%													
Total Management	#	1779	1398	134	247	52	0	8	14	9	2	1	4	2	0	11	0	1
	%	100.00	78.58	7.53	13.88	2.92	0.00	0.45	0.79	0.51	0.11	0.06	0.22	0.11	0.00	0.62	0.00	0.06
Executives	#	76	69	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	90.79	6.58	2.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ES-00	#	14	14	0	0	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	0.00	0.00
SL-00	#	4	4	0	0	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	0.00	0.00
GS-15	#	58	51	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00	87.93	8.62	3.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

*This table typically contains applicant pool data for Internal Competitive Promotions and New Hires. Applicant pool data was unavailable in FY 2020 due to the transition from using Monster to USA Staffing.

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Table B9-1: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Participation Rate) - Permanent Workforce

Recognition and Awards		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
Permanent Workforce (9/30/2019)	#	5301	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4	
	%	100.00	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08	
Time Off Awards																			
Time-Off Awards: 1-10 hours	#	1931	1530	130	271	67	1	10	15	12	2	1	4	5	2	14	0	1	
	%	100.00	79.23	6.73	14.03	3.47	0.05	0.52	0.78	0.62	0.10	0.05	0.21	0.26	0.10	0.73	0.00	0.05	
Total Hours	#	9244	7278	549	1417	354	8	61	107	25	16	8	15	34	3	73	0	4	
Average Hours	#	4.79	4.76	4.22	5.23	5.28	8.00	6.10	7.13	2.08	8.00	8.00	3.75	6.80	1.50	5.21	0.00	4.00	
Time-Off Awards: 11-20 hours	#	315	224	23	68	19	0	2	9	2	1	1	0	1	0	3	0	0	
	%	100.00	71.11	7.30	21.59	6.03	0.00	0.63	2.86	0.63	0.32	0.32	0.00	0.32	0.00	0.95	0.00	0.00	
Total Hours	#	5110	3628	359	1123	319	0	36	145	31	16	16	0	20	0	55	0	0	
Average Hours	#	16.22	16.20	15.61	16.51	16.79	0.00	18.00	16.11	15.50	16.00	16.00	0.00	20.00	0.00	18.33	0.00	0.00	
Time-Off Awards: 21-30 hours	#	201	148	16	37	11	0	3	4	1	0	1	1	1	0	0	0	0	
	%	100.00	73.63	7.96	18.41	5.47	0.00	1.49	1.99	0.50	0.00	0.50	0.50	0.50	0.00	0.00	0.00	0.00	
Total Hours	#	5030	3708	395	927	275	0	72	104	24	0	28	24	23	0	0	0	0	
Average Hours	#	25.02	25.05	24.69	25.05	25.00	0.00	24.00	26.00	24.00	0.00	28.00	24.00	23.00	0.00	0.00	0.00	0.00	
Time-Off Awards: 31-40 hours	#	474	356	45	73	22	0	1	5	4	1	1	1	2	0	5	0	2	
	%	100.00	75.11	9.49	15.40	4.64	0.00	0.21	1.05	0.84	0.21	0.21	0.21	0.42	0.00	1.05	0.00	0.42	
Total Hours	#	18247	13714	1725	2808	856	0	40	200	160	40	40	40	72	0	192	0	72	
Average Hours	#	38.50	38.52	38.33	38.47	38.91	0.00	40.00	40.00	40.00	40.00	40.00	40.00	36.00	0.00	38.40	0.00	36.00	
Time-Off Awards: 41 or more hours	#	1	1	0	0	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	0.00	0.00	
Total Hours	#	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Average Hours	#	45.00	45.00	0.00	0.00	0.00	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 Time-off Awards	#	2922	2259	214	449	119	1	16	33	19	4	4	6	9	2	22	0	3	
	%	100.00	77.31	7.32	15.37	4.07	0.03	0.55	1.13	0.65	0.14	0.14	0.21	0.31	0.07	0.75	0.00	0.10	
Total Hours	#	37676	28373	3028	6275	1804	8	209	556	240	72	92	79	149	3	320	0	76	
Average Hours	#	12.89	12.56	14.15	13.98	15.16	8.00	13.06	16.85	12.63	18.00	23.00	13.17	16.56	1.50	14.55	0.00	25.33	

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Table B9-1: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Participation Rate) - Permanent Workforce

Recognition and Awards		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
																			#
Permanent Workforce (9/30/2019)	#	5301	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4	
	%	100.00	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08	
Cash Awards																			
Cash Awards: \$500 and Under	#	2423	1874	191	358	93	2	5	31	9	3	1	3	9	0	25	0	5	
	%	100.00	77.34	7.88	14.78	3.84	0.08	0.21	1.28	0.37	0.12	0.04	0.12	0.37	0.00	1.03	0.00	0.21	
Total Amount	\$	784850	607016	60836	116998	30088	723	1713	10439	2494	1100	275	1200	3193	0	8097	0	854	
Average Amount	\$	323.92	323.91	318.51	326.81	323.53	361.50	342.60	336.74	277.11	366.67	275.00	400.00	354.78	0.00	323.88	0.00	170.80	
Cash Awards: \$501 - \$999	#	1396	1058	102	236	60	0	5	15	7	1	2	2	5	0	22	0	1	
	%	100.00	75.79	7.31	16.91	4.30	0.00	0.36	1.07	0.50	0.07	0.14	0.14	0.36	0.00	1.58	0.00	0.07	
Total Amount	\$	1060419	805102	76792	180525	44790	0	3406	10944	5213	750	1650	1382	3596	0	17149	0	700	
Average Amount	\$	759.61	759.08	752.86	764.94	746.50	0.00	681.20	729.60	744.71	750.00	825.00	691.00	719.20	0.00	779.50	0.00	700.00	
Cash Awards: \$1000 - \$1999	#	2564	2024	191	349	93	1	5	34	13	4	4	5	3	0	22	0	2	
	%	100.00	78.94	7.45	13.61	3.63	0.04	0.20	1.33	0.51	0.16	0.16	0.20	0.12	0.00	0.86	0.00	0.08	
Total Amount	\$	3541613	2808236	259218	474159	125933	1000	7029	47280	16298	4907	4859	8013	4900	0	29083	0	2564	
Average Amount	\$	1381.28	1387.47	1357.16	1358.62	1354.12	1000.00	1405.80	1390.59	1253.69	1226.75	1214.75	1602.60	1633.33	0.00	1321.95	0.00	1282.00	
Cash Awards: \$2000 - \$2999	#	773	642	49	82	20	0	0	9	1	2	0	0	1	0	7	0	0	
	%	100.00	83.05	6.34	10.61	2.59	0.00	0.00	1.16	0.13	0.26	0.00	0.00	0.13	0.00	0.91	0.00	0.00	
Total Amount	\$	1822595	1518043	115395	189157	45992	0	0	22327	2000	4260	0	0	2483	0	14922	0	0	
Average Amount	\$	2357.82	2364.55	2355.00	2306.79	2299.60	0.00	0.00	2480.78	2000.00	2130.00	0.00	0.00	2483.00	0.00	2131.71	0.00	0.00	
Cash Awards: \$3000 - \$3999	#	210	183	9	18	5	0	0	1	1	0	0	1	0	0	1	0	1	
	%	100.00	87.14	4.29	8.57	2.38	0.00	0.00	0.48	0.48	0.00	0.00	0.48	0.00	0.00	0.48	0.00	0.48	
Total Amount	\$	696429	605233	30722	60474	16627	0	0	3194	3039	0	0	3448	0	0	3500	0	3446	
Average Amount	\$	3316.33	3307.28	3413.56	3359.67	3325.40	0.00	0.00	3194.00	3039.00	0.00	0.00	3448.00	0.00	0.00	3500.00	0.00	3446.00	
Cash Awards: \$4000 - \$4999	#	67	62	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00	92.54	1.49	5.97	0.00	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 Amount	\$	295257	274137	4000	17120	0	0	0	0	0	0	0	0	0	0	0	0	0	
Average Amount	\$	4406.82	4421.56	4000.00	4280.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Cash Awards: \$5000 or more	#	57	54	1	2	1	0	0	0	0	0	0	1	0	0	0	0	0	
	%	100.00	94.74	1.75	3.51	1.75	0.00	0.00	0.00	0.00	0.00	0.00	1.75	0.00	0.00	0.00	0.00	0.00	
Total Amount	\$	627303	609872	5478	11953	6125	0	0	0	0	0	0	6125	0	0	0	0	0	
Average Amount	\$	11005.32	11293.93	5478.00	5976.50	6125.00	0.00	0.00	0.00	0.00	0.00	0.00	6125.00	0.00	0.00	0.00	0.00	0.00	

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Table B9-1: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Participation Rate) - Permanent Workforce

Recognition and Awards		Total	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
Permanent Workforce (9/30/2019)	#	5301	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4	
	%	100.00	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08	
Other Awards																			
Quality Step Increases (QSI)	#	368	305	21	42	12	0	1	6	1	0	0	0	0	1	3	0	0	
	%	100.00	82.88	5.71	11.41	3.26	0.00	0.27	1.63	0.27	0.00	0.00	0.00	0.00	0.27	0.82	0.00	0.00	
Total Benefit	\$	927055	773222	52532	101301	25977	0	2700	14729	1419	0	0	0	0	1011	6118	0	0	
Average Benefit	\$	2519.17	2535.15	2501.52	2411.93	2164.75	0.00	2700.00	2454.83	1419.00	0.00	0.00	0.00	0.00	1011.00	2039.33	0.00	0.00	
Performance Based Pay Increase	#	15	15	0	0	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	0.00	0.00	
Total Benefit	\$	99385	99385	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Average Benefit	\$	6625.67	6625.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total Monetary Awards	#	7873	6217	565	1091	284	3	16	96	32	10	7	12	18	1	80	0	9	
	%	100.00	78.97	7.18	13.86	3.61	0.04	0.20	1.22	0.41	0.13	0.09	0.15	0.23	0.01	1.02	0.00	0.11	
Total Value	\$	9854906	8098246	604973	1151687	295532	1723	14848	108913	30463	11017	6784	20168	14172	1011	78869	0	7564	
Average Value	\$	1251.73	1302.60	1070.75	1055.63	1040.61	574.33	928.00	1134.51	951.97	1101.70	969.14	1680.67	787.33	1011.00	985.86	0.00	840.44	

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Table B9-2: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Inclusion Rate) - Permanent Workforce

Recognition and Awards	Total	Persons Without Disability	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
																			#
Permanent Workforce (9/30/2019)	#	5301	4497	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4
	%	100.00	84.83	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08
Time Off Awards																			
Time Off Awards 1-10 hours	#	1931	1660	1530	130	271	67	1	10	15	12	2	1	4	5	2	14	0	1
	%	36.43	36.91	37.21	33.77	33.71	32.52	50.00	62.50	22.73	52.17	28.57	14.29	40.00	31.25	50.00	27.45	0.00	25.00
Total Hours	#	9244	7827	7278	549	1417	354	8	61	107	25	16	8	15	34	3	73	0	4
Average Hours	#	1.74	1.74	1.77	1.43	1.76	1.72	4.00	3.81	1.62	1.09	2.29	1.14	1.50	2.13	0.75	1.43	0.00	1.00
Time Off Awards 11-20 hours	#	315	247	224	23	68	19	0	2	9	2	1	1	0	1	0	3	0	0
	%	5.94	5.49	5.45	5.97	8.46	9.22	0.00	12.50	13.64	8.70	14.29	14.29	0.00	6.25	0.00	5.88	0.00	0.00
Total Hours	#	5110	3987	3628	359	1123	319	0	36	145	31	16	16	0	20	0	55	0	0
Average Hours	#	0.96	0.89	0.88	0.93	1.40	1.55	0.00	2.25	2.20	1.35	2.29	2.29	0.00	1.25	0.00	1.08	0.00	0.00
Time Off Awards 21-30 hours	#	201	164	148	16	37	11	0	3	4	1	0	1	1	1	0	0	0	0
	%	3.79	3.65	3.60	4.16	4.60	5.34	0.00	18.75	6.06	4.35	0.00	14.29	10.00	6.25	0.00	0.00	0.00	0.00
Total Hours	#	5030	4103	3708	395	927	275	0	72	104	24	0	28	24	23	0	0	0	0
Average Hours	#	0.95	0.91	0.90	1.03	1.15	1.33	0.00	4.50	1.58	1.04	0.00	4.00	2.40	1.44	0.00	0.00	0.00	0.00
Time Off Awards 31-40 hours	#	474	401	356	45	73	22	0	1	5	4	1	1	1	2	0	5	0	2
	%	8.94	8.92	8.66	11.69	9.08	10.68	0.00	6.25	7.58	17.39	14.29	14.29	10.00	12.50	0.00	9.80	0.00	50.00
Total Hours	#	18247	15439	13714	1725	2808	856	0	40	200	160	40	40	40	72	0	192	0	72
Average Hours	#	3.44	3.43	3.34	4.48	3.49	4.16	0.00	2.50	3.03	6.96	5.71	5.71	4.00	4.50	0.00	3.76	0.00	18.00
Time Off Awards 40+ hours	#	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.02	0.02	0.02	0.00	0.00	0.00	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 Hours	#	45	45	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Hours	#	0.01	0.01	0.01	0.00	0.00	0.00	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 Time-off Awards	#	2922	2473	2259	214	449	119	1	16	33	19	4	4	6	9	2	22	0	3
	%	55.12	54.99	54.94	55.58	55.85	57.77	50.00	100.00	50.00	82.61	57.14	57.14	60.00	56.25	50.00	43.14	0.00	75.00
Total Hours	#	37676	31401	28373	3028	6275	1804	8	209	556	240	72	92	79	149	3	320	0	76
Average Hours	#	7.11	6.98	6.90	7.86	7.80	8.76	4.00	13.06	8.42	10.43	10.29	13.14	7.90	9.31	0.75	6.27	0.00	19.00

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Table B9-2: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Inclusion Rate) - Permanent Workforce

Recognition and Awards	Total	Persons Without Disability	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)	
																			#
Permanent Workforce (9/30/2019)	#	5301	4497	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4
	%	100.00	84.83	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08
Cash Awards																			
Cash Awards: \$500 and Under	#	2423	2065	1874	191	358	93	2	5	31	9	3	1	3	9	0	25	0	5
	%	45.71	45.92	45.57	49.61	44.53	45.15	100.00	31.25	46.97	39.13	42.86	14.29	30.00	56.25	0.00	49.02	0.00	125.00
Total Amount	\$	784850	667852	607016	60836	116998	30088	723	1713	10439	2494	1100	275	1200	3193	0	8097	0	854
Average Amount	\$	148.06	148.51	147.62	158.02	145.52	146.06	361.50	107.06	158.17	108.43	157.14	39.29	120.00	199.56	0.00	158.76	0.00	213.50
Cash Awards: \$501 - \$999	#	1396	1160	1058	102	236	60	0	5	15	7	1	2	2	5	0	22	0	1
	%	26.33	25.79	25.73	26.49	29.35	29.13	0.00	31.25	22.73	30.43	14.29	28.57	20.00	31.25	0.00	43.14	0.00	25.00
Total Amount	\$	1060419	879894	803102	76792	180525	44790	0	3406	10944	5213	750	1650	1382	3596	0	17149	0	700
Average Amount	\$	200.04	195.66	195.31	199.46	224.53	217.43	0.00	212.88	165.82	226.65	107.14	235.71	138.20	224.75	0.00	336.25	0.00	175.00
Cash Awards: \$1000 - \$1999	#	2564	2215	2024	191	349	93	1	5	34	13	4	4	5	3	0	22	0	2
	%	48.37	49.26	49.22	49.61	43.41	45.15	50.00	31.25	51.52	56.52	57.14	57.14	50.00	18.75	0.00	43.14	0.00	50.00
Total Amount	\$	3541613	3067454	2808236	259218	474159	125933	1000	7029	47280	16298	4907	4859	8013	4900	0	29083	0	2564
Average Amount	\$	668.10	682.11	682.94	673.29	589.75	611.33	500.00	439.31	716.36	708.61	701.00	694.14	801.30	306.25	0.00	570.25	0.00	641.00
Cash Awards: \$2000 - \$2999	#	773	691	642	49	82	20	0	0	9	1	2	0	0	1	0	7	0	0
	%	14.58	15.37	15.61	12.73	10.20	9.71	0.00	0.00	13.64	4.35	28.57	0.00	0.00	6.25	0.00	13.73	0.00	0.00
Total Amount	\$	1822595	1633438	1518043	115395	189157	45992	0	0	22327	2000	4260	0	0	2483	0	14922	0	0
Average Amount	\$	343.82	363.23	369.17	299.73	235.27	223.26	0.00	0.00	338.29	86.96	608.57	0.00	0.00	155.19	0.00	292.59	0.00	0.00
Cash Awards: \$3000 - \$3999	#	210	192	183	9	18	5	0	0	1	1	0	0	1	0	0	1	0	1
	%	3.96	4.27	4.45	2.34	2.24	2.43	0.00	0.00	1.52	4.35	0.00	0.00	10.00	0.00	0.00	1.96	0.00	25.00
Total Amount	\$	696429	635955	605233	30722	60474	16627	0	0	3194	3039	0	0	3448	0	0	3500	0	3446
Average Amount	\$	131.38	141.42	147.19	79.80	75.22	80.71	0.00	0.00	48.39	132.13	0.00	0.00	344.80	0.00	0.00	68.63	0.00	861.50
Cash Awards: \$4000 - \$4999	#	67	63	62	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	1.26	1.40	1.51	0.26	0.50	0.00	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 Amount	\$	295257	278137	274137	4000	17120	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Amount	\$	55.70	61.85	66.67	10.39	21.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more	#	57	55	54	1	2	1	0	0	0	0	0	0	1	0	0	0	0	0
	%	1.08	1.22	1.31	0.26	0.25	0.49	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00
Total Amount	\$	627303	615350	609872	5478	11953	6125	0	0	0	0	0	0	6125	0	0	0	0	0
Average Amount	\$	118.34	136.84	148.32	14.23	14.87	29.73	0.00	0.00	0.00	0.00	0.00	0.00	612.50	0.00	0.00	0.00	0.00	0.00

Bureau of Reclamation - FY2020

Table B9-2: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Inclusion Rate) - Permanent Workforce

Recognition and Awards		Total	Persons Without Disability	No Disability (05)	Not Identified (01)	Disability (02-03, 06-99)	Persons With Targeted Disability	Developmental Disability (2)	Traumatic Brain Injury (3)	Deaf or Serious Difficulty Hearing (19)	Blind or Serious Difficulty Seeing (20)	Missing Extremities (31)	Significant Mobility Impairment (40)	Partial or Complete Paralysis (60)	Epilepsy or Other Seizure Disorders (82)	Intellectual Disability (90)	Significant Psychiatric Disorder (91)	Dwarfism (92)	Significant Disfigurement (93)
Permanent Workforce (9/30/2019)	#	5301	4497	4112	385	804	206	2	16	66	23	7	7	10	16	4	51	0	4
	%	100.00	84.83	77.57	7.26	15.17	3.89	0.04	0.30	1.25	0.43	0.13	0.13	0.19	0.30	0.08	0.96	0.00	0.08
Other Awards																			
Quality Step Increases	#	368	326	305	21	42	12	0	1	6	1	0	0	0	0	1	3	0	0
	%	6.94	7.25	7.42	5.45	5.22	5.83	0.00	6.25	9.09	4.35	0.00	0.00	0.00	0.00	25.00	5.88	0.00	0.00
Total Benefit	\$	927055	825754	773222	52532	101301	25977	0	2700	14729	1419	0	0	0	0	1011	6118	0	0
Average Benefit	\$	174.88	183.62	188.04	136.45	126.00	126.10	0.00	168.75	223.17	61.70	0.00	0.00	0.00	0.00	252.75	119.96	0.00	0.00
Performance Based Pay Increase	#	15	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0.28	0.33	0.36	0.00	0.00	0.00	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 Benefit	\$	99385	99385	99385	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Benefit	\$	18.75	22.10	24.17	0.00	0.00	0.00	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 Monetary Awards	#	7873	6782	6217	565	1091	284	3	16	96	32	10	7	12	18	1	80	0	9
	%	148.52	150.81	151.19	146.75	135.70	137.86	150.00	100.00	145.45	139.13	142.86	100.00	120.00	112.50	25.00	156.86	0.00	225.00
Total Value	\$	9854906	8703219	8098246	604973	1151687	295532	1723	14848	108913	30463	11017	6784	20168	14172	1011	78869	0	7564
Average Value	\$	1859.07	1935.34	1969.42	1571.36	1432.45	1434.62	861.50	928.00	1650.20	1324.48	1573.86	969.14	2016.80	885.75	252.75	1546.45	0.00	1891.00

CORE PLUS IMPLEMENTATION HANDBOOK

Version 2.0

This handbook contains guidelines, procedures and supplementary information for implementation of the Department’s integrated conflict management system, CORE PLUS. CORE PLUS requirements are published in 370 DM 770. The purpose of this handbook is to help all bureaus and offices implement and integrate CORE PLUS as efficiently and effectively as possible. All CORE PLUS forms and marketing materials are included as attachments. This handbook will be amended as necessary.

The CORE PLUS DM chapter and Implementation Handbook are available electronically at <https://portal.doi.net/cadr>

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1. AUTHORITY AND DEPARTMENTAL POLICY

CORE PLUS is an *integrated conflict management system (ICMS)* and is broader than an alternative dispute resolution (ADR) program. The implementation of CORE PLUS is the shared responsibility of all DOI employees. The operation of CORE PLUS crosses bureau and office boundaries and involves a coordinated effort across functional areas, including human capital, human resources, civil rights, collaborative action and dispute resolution, training centers and attorneys.

CORE PLUS is established under the authority of the Administrative Dispute Resolution Act of 1996 (ADRA), (P.L. 104-320; 5 U.S.C. §§571 – 584) which tasked each Federal agency to “adopt a policy that addresses the use of alternative means of dispute resolution and case management.”

CORE PLUS is established in the Departmental Manual (DM) at 370 DM 770. This DM chapter applies to all bureaus and offices. The Office of Collaborative Action and Dispute Resolution (CADR) (established at 112 DM 21) is responsible for overseeing implementation of CORE PLUS. The CADR Office works in close coordination with the Directors of the Department’s Office of Human Resources and Office of Civil Rights and the Office of the Solicitor to ensure that all CORE PLUS policies and guidance are clear and consistent with all relevant laws, regulations and Departmental policies. CADR provides leadership in partnership with the Senior Counsel for CADR and the designated Bureau Dispute Resolution Specialists.

2. OBJECTIVES

The goal of CORE PLUS is for the DOI to fulfill its commitment to institute an *integrated conflict management system* that creates an environment throughout the organization ripe for raising all kinds of concerns, listening and being heard respectfully, and working collaboratively to solve problems effectively. An *integrated conflict management system* helps to develop a workplace where issues and concerns can be raised at the appropriate level, with confidence that they will be respectfully heard and responsibly dealt with, and creates a system for raising and resolving concerns that is fair, friendly, and flexible.

CORE PLUS is designed to develop and integrate conflict management competencies into the culture of the Department. CORE PLUS offers structures, skills and processes to support early and effective conflict management and enhanced communications, thereby leading to a more productive and efficient workplace and one that embraces collaborative approaches to problem solving and open and transparent decision making.

CORE PLUS is based on the **4 R's of conflict management** in order to develop skills that allow for the management and resolution of conflict at the earliest opportunity and at the lowest possible level. CORE PLUS's basic conflict management skills training, *Getting to the Core of Conflict: Conflict Management Skills for DOI* provides employees with the ability to:

- **Recognize** conflict
- **Respond** strategically
- **Resolve** appropriately
- **Reflect**

The following conflict management principles and safeguards are integral to CORE PLUS and are included in CORE PLUS as established at 370DM770:

- Participation is voluntary for employees
- Management must send a representative to participate in good faith when an employee elects to pursue a conflict resolution or ADR process except in the formal stage of Administrative Grievance Procedures
- Confidentiality
- Options and choices to fit the situation
- Self Determination by Parties
- Representation when Requested
- Settlement Authority
- Good Faith Participation
- Use of Official Time
- Impartiality and Credibility of Assistance

To meet the goal of full and effective implementation and integration of CORE PLUS throughout the Department, several factors are directly related to the success of these efforts:

1. Demonstrated support of senior managers for CORE PLUS. Consistent verbal and written support of CORE PLUS by Department and Bureau leadership are important for building a culture of effective conflict management. The dissemination of CORE PLUS information to employees such as memoranda from leadership officials describing and endorsing CORE PLUS is important for the credibility of CORE PLUS.
2. Effective marketing and dissemination of consistent information about CORE PLUS to all employees throughout DOI, including current contact information about who is able to provide conflict management assistance and how and where CORE PLUS services can be obtained.

3. The knowledge, skills, experience and impartiality of the CORE PLUS Neutrals available to assist employees in resolving any workplace issue or concern.
4. Trust in the ability of the CORE PLUS network to encourage better communication and problem-solving at the earliest opportunity, provide accurate information and appropriately refer to other sources of information and assistance, and arrange for appropriate conflict management and dispute resolution assistance acceptable to the individuals involved.
5. The ability to keep commitments to maintain confidentiality. See Attachment A.
6. Education and skills training to promote conflict management competencies.
7. Constant feedback loops and collecting data on experiences to allow for continuous assessment and improvement.

For more information, see the Handbook on *Getting to the CORE of Conflict: Conflict Management Skills for DOI* available at the CADR Sharepoint Site, <https://portal.doi.net/cadr/>.

3. SCOPE OF COVERAGE

A. Who has access to CORE PLUS?

CORE PLUS covers any employee of the Department, regardless of type and tenure of appointment including senior executives, supervisory and non-supervisory employees. However, bargaining unit employees cannot access the CORE PLUS program unless there is a specific authorization in the collective bargaining agreement, a Memorandum of Understanding (MOU), or other written agreement between the union and local management. See Attachment B.

B. What matters can be addressed in the CORE PLUS program?

Any type of employment issue or concern can be raised through CORE PLUS regardless of whether the issue satisfies the requirements of any formal complaint process. In rare instances a particular matter may be deemed inappropriate for or not best resolved through the use of an ADR process. Such determinations will be made by agreement between the Office of Collaborative Action and Dispute Resolution and the other appropriate office or senior leadership for the Office of Human Resources, the Office of Civil Rights, the Office of the Inspector General and/or the Office of the Solicitor.

C. When is CORE PLUS available?

CORE PLUS does not take the place of any other avenue of assistance or complaint process, but may provide neutral assistance in resolving an issue/s raised before, during or after a formal complaint process or appeal. The deadlines

and timelines for filing and processing a complaint or appeal under any other complaint procedure are not changed by seeking CORE PLUS assistance. The offer and election to pursue ADR may be made as part of other available complaint processes. For example, ADR is offered by an EEO counselor at both the informal counseling stage and the formal complaint stage of an EEO discrimination complaint. An employee who elects to pursue ADR to seek a resolution of his/her concerns, is electing to participate in CORE PLUS and will have access to any of the neutrals available to DOI including in-house neutrals or external sources of neutrals or services. If the matter is not resolved, the employee may continue with the EEO complaint process. Once the EEO complaint process is ended, an employee or a manager may seek CORE PLUS assistance to address additional issues or concerns, such as how to improve communication or re-build trust.

D. What type of assistance is available through CORE PLUS?

In addition to ADR processes such as mediation and group facilitation, CORE PLUS includes assistance options such as: individual consultation, conciliation, conflict coaching, leadership coaching, training, organizational development, climate assessments and team-building, among others. See attachment Q, Process Options Brochure.

E. Voluntary and Mandatory Participation?

If an employee elects ADR to resolve any issue other than as part of the formal stage of an Administrative Grievance Procedure, management must provide a representative to participate in the process in good faith in an effort to resolve the conflict. However, any and all agreements reached as part of such a process must be entered into freely and either party or the third party neutral are free to end the process at any time if: a conflict of interest arises, further participation would not meet the parties' needs, other remedies would more sufficiently resolve the conflict, confidentiality has been broken and/or an impasse is reached from which the parties are unlikely to move forward.

In matters between employees where ADR is sought to assist in resolving the conflict or facilitate a discussion, participation by the parties is entirely voluntary.

4. DEFINITIONS, ROLES AND RESPONSIBILITIES

A. 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 a 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 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 Neutral can assist parties in selecting an appropriate process. Examples of ADR processes offered through CORE PLUS can be found in Attachment P.

B. 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. For more information on access to private ADR practitioners, see Chapter 6.

C. Bargaining Unit Employee An employee included in an exclusive bargaining unit. A bargaining unit is a group of employees that a union represents (or seeks to represent) and that the Federal Labor Relations Authority finds appropriate for collective bargaining purposes.

D. 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 CORE PLUS in the bureau.

E. Conflict Management The ability to recognize conflict and respond appropriately to resolve the underlying concerns before adversarial positions are hardened.

F. CORE PLUS Coordinator A CORE PLUS Neutral who assist the BDRS in implementation of CORE PLUS within the bureau by coordinating CORE PLUS processes and reporting.

G. 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 services. 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 its appropriate and the parties are willing to participate), or securing the services of other ADR practitioners acceptable to the parties. For a current list of CORE PLUS Neutrals, see the CADR Sharepoint site at <https://portal.doi.net/cadr/>

H. Interior Dispute Resolution Council (IDRC) A group comprised of each Bureau's BDRS and Deputy BDRS, members of the CADR staff, Senior Counsel for Collaborative Action and Dispute Resolution, and Attorney-Advisor for CADR, designed to collaboratively develop and institute the policies, procedures and practices of CORE PLUS. The IDRC collaboratively develops standards for identification of potential neutral candidates, certification of Neutrals, roster management and CORE PLUS implementation plans and practices. The IDRC works cooperatively with Departmental Civil Rights and HR Leadership, Solicitor's Office General Law and Personnel Attorneys, and Bureau HR and EEO Directors to institute and implement CORE PLUS.

5. PROGRAM REQUIREMENTS AND RESPONSIBILITIES

Implementation and operation of CORE PLUS is a shared responsibility that crosses bureaus, offices and functions. CADR coordinates with Office of the Secretary and Office of Solicitor leadership and offices including Human Capital, Human Resources, Civil Rights, Strategic Employee and Organizational Development, and Division of General Law in SOL, and provides information and assistance for senior management and employees in the Office of the Secretary and in the Bureaus upon request. CADR as well as the Senior Counsel for CADR and each BDRS make up the Interior Dispute Resolution Council. THE IDRC collaboratively oversees development, implementation and integration of CORE PLUS throughout the Department.

The designated BDRS coordinates with CADR and the IDRC, as well as Bureau leadership including Human Resources, Civil Rights, and the Solicitor's Office and may assist managers and employees from other bureaus and offices on request to implement and integrate CORE PLUS in their respective bureaus.

Up to date contact information should be provided to Bureau employees by the BDRS and is available under CORE PLUS on the CADR intranet site and CADR Sharepoint Site.

All procedural forms for the operation of CORE PLUS are found in Attachments C-J or under CORE PLUS on the CADR Sharepoint site: <https://portal.doi.net/cadr/>

A. Time Frames and Compliance with Other Processes

1. EEO Matters

Employees who believe they have been discriminated against based on one or more prohibited bases (race, color, national origin, religion, sex, age, physical or mental disability, sexual orientation, genetic information, or reprisal) must consult an EEO counselor prior to filing a complaint in order to informally resolve the matter. An employee is required to contact an EEO counselor within 45 calendar days of the matter alleged to be discriminatory or, in the case of a personnel action, within 45 calendar days of the effective date of the action. In limited circumstances, the agency is required to extend the 45-day period. At the initial counseling session, EEO counselors must advise complainants of their right to elect participation in either ADR or traditional EEO counseling. If the complainant elects ADR, the pre-complaint processing period is extended to 90 calendar days.

Within 15 calendar days of the initial contact regarding a complainant's request for ADR, a CORE PLUS Neutral shall informally gather relevant information and discuss and recommend an appropriate method or approach to address the issues/concerns presented by the employee. A CORE PLUS Neutral may extend the time frame beyond the first 15 calendar days of the initial contact in no more than two 15 calendar-day increments, if the parties agree to continue an attempt to resolve the issue/concern within the CORE PLUS program. While the informal complaint process may not exceed 90 calendar days when ADR is invoked in that process, the ADR process may continue beyond that time if agreed to by the employee.

A CORE PLUS Neutral must provide a Notice of Results and Options to the parties upon determining that the employee's issue/concern is likely to remain unresolved or the time frame expires and, in the Neutral's judgment, the parties are not close to resolution.

2. Administrative Grievance Matters

Pursuant to the Department's Administrative Grievance Procedure at 370 DM 771, an employee must present a grievance in writing within 15 calendar days of the date of the challenged in/action, or the date he/she became aware of it. The deadline for this initial filing may be extended by the grievance official with concurrence of the servicing human resources office (SHRO) (generally, not in excess of 7 days), if such an extension is requested in writing by the grievant.

If the grievant does not specifically request ADR, the SHRO will provide the grievant with information about the ADR option. If the grievant elects ADR, the SHRO will refer the parties to an appropriate CORE PLUS Neutral. Employees or supervisors may contact CADR for ADR information at any time. CADR will refer a request for ADR to a CORE PLUS Neutral in a bureau or office. The appropriate bureau/office will be responsible for ensuring that an appropriate management official is made available to participate in the ADR process.

If the parties agree to participate in the ADR process, they shall try to resolve the grievance in a reasonable period of time, not to exceed 45 calendar days unless the SHRO and the parties jointly agree to an extension. The ADR process may not be used to unnecessarily delay the grievance process. Participation in an ADR process, however, will extend the timeframes up to 45 calendar days (unless the parties jointly agree to an extension), for filing a grievance under the formal procedures.

Either party or the third party Neutral may terminate the ADR process at any time. Within 10 calendar days of termination of the ADR process, the grievance official will provide the grievant with a written decision on the informal grievance.

If ADR is successful and the parties are able to resolve the informal grievance, the Neutral will document the parties' agreement in writing and, after review and concurrence by the SHRO, provide a copy of the signed agreement to the parties. At that point, the informal grievance will be considered resolved.

If the grievant does not request or agree to enter into an ADR process, the grievance official must provide the grievant with a written decision within 10 days of receipt of the grievance or 10 calendar days from the date the grievant declines the use of ADR after discussion with the SHRO, whichever comes later, unless a request for an extension of has been approved in writing by the SHRO with the grievant's concurrence.

If the grievance is not resolved at the informal level through ADR or otherwise, the employee may file a formal grievance. If the parties participated in ADR at the informal level but were unable to reach resolution, an employee must file a formal grievance (a) within 7 calendar days of the date of receipt of the decision on the informal grievance, or (b) if the grievant does not receive a decision on the informal grievance and no request for an extension was made in writing to the SHRO and concurred with by the grievant, within 7 calendar days of the date the informal grievance decision was due.

At management's discretion, ADR may be offered during the formal stage of the grievance procedure. If the grievant accepts management's offer of ADR at this stage, the deadline for the final grievance decision may be extended for up to 45 calendar days or as otherwise agreed by the parties and the SHRO. See Attachment O.

Additional sources of information include:

- Administrative Grievance Procedures found at www.doi.gov/hrm and 370DM 771
- Reasonable Accommodation Policy found at www.doi.gov/hrm and 373DM15
- EEO and Sexual Orientation Discrimination Complaint

Procedures and Diversity policies found at www.doi.gov/diversity and EEOMD110 and 373DM7

- EEO Process Chart found at www.doi.gov/diversity and Attachment O
- Whistleblower Protection program and IG role found at www.doioig.gov
- Conduct and Discipline Guidance found at www.doi.gov/hrm and 370DM752
- Performance Management Handbook found at www.doi.gov/hrm and 370DM430
- Federal Interagency ADR Working Group as www.adr.gov
- Ethics guidance found at www.doi.gov/ethics

B. CORE PLUS Steps and Procedures for Intake and Convening and Process Assistance See Attachments Q and R

A CORE PLUS manager, coordinator or roster member may be contacted for conflict management information and/or assistance from another CORE PLUS Neutral in their bureau or from another bureau or office, a senior manager, a supervisor, an employee or a union representative, an attorney representative, an HR specialist, an EEO counselor, EEO specialist or complaint manager.

The initial contact discussion will reveal why the CORE PLUS Neutral is being contacted and provide general information about the situation. As part of the initial contact, the CORE PLUS Neutral should gain the following information:

- Whether the individual is contacting CORE PLUS first before exploring other options
- Whether ADR has been elected as part of a complaint process such as an Administrative Grievance or an EEO Pre-Complaint or EEO Formal Complaint
- The nature of the concern/s giving rise to the call
- The parties involved or impacted by the situation
- The person's objectives for calling
- What additional information is needed to provide appropriate assistance

As the recipient of the call, a CORE PLUS Neutral should be asking him/herself and the caller a series of questions to clarify the situation and identify options and any additional sources of information necessary, as well as other possible, or more appropriate sources of assistance. The CORE PLUS Neutral should explain his/her role, share any potential conflicts of interest and discuss the extent of confidentiality that can be provided for the discussion. This initial call may lead to additional calls, inquiries or meetings by the Neutral and/or by the caller before a process can be arranged. An employee or manager may also need information about his/her rights and responsibilities in order to make an informed choice about how best to proceed, and the Neutral should refer them to talk with an EEO specialist, an HR specialist, an EAP counselor or the IG or other available resource depending on the concerns raised and his/her needs. For additional

information on the convening process, see Attachment Q, Convening Process Flow Chart.

- If an ADR process such as a mediation is agreed to be the appropriate process, the CORE PLUS Neutral should contact all parties to the mediation process to explain the mediation process, identify the appropriate participants, assist the participants in selecting an acceptable mediator (whether that is you or another mediator that is acceptable to all parties) identify a date, time and neutral location for the mediation, and to assess any special needs that should be accommodated for the mediation session.
- If an informal assessment reveals that some other conflict management process may be appropriate or more beneficial, but it is not clear what process/es to use, then a more formal climate assessment by a neutral can be conducted. If the informal assessment reveals that individual coaching, training, or a group facilitation or problem-solving process, is warranted and likely to meet the identified needs, then the CORE PLUS Neutral should clarify the steps for setting up such a process with the management representative/s and/or the initial caller to determine how to engage any additional participants and address issues such as cost, location, appropriate neutral to provide assistance.
- Confirm process arrangements and next steps with all participants and Neutral selected if not you and provide any forms needed including Agreement to Mediate, settlement template/s, and Evaluation forms.
- Ensure that all process information is recorded on the CORE PLUS tracking spreadsheet either by you, the Neutral providing assistance, or another appropriate CORE PLUS person as determined by your BDRS.
- If full resolution is not reached, provide the parties with a Notice of Results and Options. (Attachment F)
- If resolution is reached by the parties, the terms of their agreement should be in writing, and the draft settlement agreement or memorandum of agreement should be reviewed for technical sufficiency before it is signed by all parties to the agreement. If the agreement resolves an EEO pre-complaint or formal complaint, it should be reviewed by the EEO Director or their designee. If it resolves an administrative grievance it should be reviewed by an HR specialist. The amount of money involved in the agreement determines whether an attorney must also review the terms.-See settlement DM language and Attachment H for consistency.

- If a case was referred from an AGP or EEO complaint process, you should notify the appropriate HR or EEO person when the ADR process is ended and whether or not an agreement was reached.
- Provide the parties with a process evaluation form and a pre-addressed envelope to the CADR office or collect the evaluation at the end of the mediation in a pre-addressed envelope and send to CADR.

C. How can an employee request conflict management assistance or an ADR process?

By calling, visiting or emailing anyone in CORE PLUS including a BDRS, a CORE PLUS Program Manager or Coordinator, a CORE PLUS roster member, the CADR office, Senior Counsel for CADR or by asking their supervisor, an EEO counselor or a Human Resources specialist to help them access CORE PLUS assistance.

D. How can an employee contact a CORE PLUS Coordinator or Roster member?

By phone, in person, or by email. Current contact info can always be found at <https://portal.doi.net/cadr>.

E. Who assists the parties in determining what type of assistance is appropriate and selecting the neutral to provide that assistance?

This initial consultation or convening assistance can be handled by any BDRS, CORE PLUS Coordinator, CORE PLUS roster member or an EEO Counselor or Human Resource Specialist and is completely confidential.

There are several sources of skilled conflict management and conflict resolution neutrals available to assist DOI employees. One source of neutral assistance including certified mediators, facilitators and trainers is the CORE PLUS Roster managed by the CADR office and the BDRS for shared use by all Bureaus. This in-house roster includes approximately 75 certified CORE PLUS Neutrals at any time who are DOI employees from all regions of the U.S. The roster is available under CORE PLUS on the CADR Sharepoint Site <https://portal.doi.net/cadr/> or Intranet site.

In addition, CORE PLUS includes access to trained and experienced conflict management professionals from other Federal agencies through the Federal Government Shared Neutrals program in DC and other Federal rosters of neutrals maintained and coordinated by the Federal Executive Boards (FEBs) in several regions. The Federal Mediation and Conciliation Service (FMCS) is another source of experienced mediators and facilitators available at a fixed rate cost. CADR has negotiated a standard process with FMCS to give any bureau or office the ability to acquire an FMCS mediator, facilitator or trainer from any part of the country through a simple standard process.

CADR has awarded contracts for a full range of CORE PLUS assistance from private professionals. These Blanket Purchase Agreements were awarded to Centre Consulting, Inc. and SRA International. See Attachment I for more information on the BPAs.

A BDRS, CORE PLUS Coordinator, CORE PLUS Neutral or anyone in the CADR office can help individuals determine the most appropriate resource to use and can help them to access the assistance they need. The decisions about what types of assistance are appropriate and who can best provide those services are very important ones. They should be made based on the specific circumstances in each situation. Typical criteria and factors to consider in making these decisions will include the expectations, objectives and needs of the parties involved as well as the timeframe, location, budget, nature and complexity of the issues to be resolved, number of parties involved, potential conflicts of interest, and availability of the neutral.

F. How will a real or perceived conflict of interest be handled?

Any real or perceived conflict of interest or lack of impartiality or neutrality should be avoided. If a concern is raised by any party, the matter should be referred to another qualified person for assistance to avoid any potential lack of trust in the process. All neutrals should immediately disclose any potential conflict of interest to the parties while convening the process. If a real or perceived conflict of interest exists, the neutral should assist the parties in finding a neutral to continue the process.

G. Absent a Resolution or Settlement Agreement, how might an ADR process end?

Any party to a conflict resolution process may terminate the process at any time or the neutral may terminate the process. Reasons for ending a process may include a conflict of interest arising, further participation would not meet the parties' needs, other remedies would more sufficiently resolve the conflict, confidentiality has been broken and/or an impasse is reached which the parties are unlikely to move forward. Further, a party who started an ADR process as part of an EEO or AGP complaint process, may, after engaging in ADR, choose to withdraw his/her Complaint or Grievance.

A neutral that ends a process absent a resolution or settlement agreement, should do so in a way that provides no harm to either party, the bureaus or offices involved and/or CORE PLUS.

H. Notice of Results and Options

This form is provided to the parties by the CORE PLUS Coordinator or the CORE PLUS Neutral when a CORE PLUS Process is completed and the matter was not fully resolved. See form at Attachment F.

Within 3 days of expiration of the CORE PLUS process, or within 3 days of a determination by the CORE PLUS Neutral that resolution cannot be achieved through CORE PLUS and the process is ended, the Neutral or Coordinator, as appropriate based on Bureau or office procedures, will issue a Notice of Results and Options to the employee who initiated the contact. The Notice of Results and Options summarizes the steps taken through CORE PLUS and informs the employee of other potential avenues of redress. When needed, the CORE PLUS Neutral will assist the employee in finding the right person to contact regarding any formal action being considered or pursued. The CORE PLUS Neutral will never determine what other avenues are appropriate or whether the time frames for other avenues of redress have been met, but will refer the employee to the appropriate office or individual for proper guidance. If the parties elected ADR as part of an EEO or AGP Process, the Neutral should provide the EEO Counselor or HR Specialist who referred the case with a copy of the Notice of Results and Options.

I. Memorandum of Agreement For Settlement Agreement Templates, see Attachment H.

Written Agreements may include settlement agreements or, in appropriate circumstances, less formal memorandum of agreement. For resolution of a complaint, a written settlement agreement may be appropriate. Written agreements may not violate any applicable laws, rules, regulations, collective bargaining agreements, or written policies of DOI. If technical, legal or administrative review reveals such a violation in a proposed agreement between or among the parties or participants in a CORE PLUS process, the CORE PLUS Neutral shall establish a reasonable extension of time for the parties to reach a viable alternative resolution.

Written agreements should be signed and dated by all parties to the process. The CORE PLUS Neutral will provide each party and other appropriate officials who need to know under Department policies and procedures, with an original copy of the settlement agreement. It is important to ensure that any agreement is carefully drafted to accurately capture the terms of any agreement reached between the parties, and to seek appropriate technical guidance and review, prior to the final signing of a settlement agreement, to ensure that all terms are consistent with relevant laws, regulations, collective bargaining agreements and Department policies before the parties end the CORE PLUS process.

A settlement agreement that ends a formal or informal EEO complaint must be reviewed by a bureau EEO Officer before it is signed by the parties. After the Neutral prepares a draft settlement agreement but before the parties sign the agreement, the Neutral must provide the draft agreement to a Bureau/Office EEO Officer for his/her review. The Bureau EEO Officer will review the draft settlement agreement to ensure accuracy regarding regulatory and legal requirements.

After the parties sign a Bureau EEO Officer-approved settlement agreement, the Neutral should send the original agreement to the Bureau EEO Officer and provide a copy of the agreement to each of the parties. The Bureau EEO Officer will retain the original settlement agreement to ensure that compliance requirements are met.

If after an agreement has been reached, the terms of the agreement are not implementable, or fail to fully resolve the conflict or dispute, the parties are encouraged to return to CORE PLUS to address their concerns.

J. Evaluation Upon completion of a CORE PLUS process, the Neutral should provide all parties an evaluation form. The evaluation form is anonymous, if desired, and provided to the CADR Office as part of CORE PLUS's continuous efforts to provide employees with the best possible service. CORE PLUS evaluation forms can be found at Attachment L. If the process was a mediation, and two neutrals conducted a co-mediation, the neutrals should complete a co-mediation evaluation form to be submitted to the relevant BDRS upon completion of the process. The co-mediation evaluation form can be found at Attachment M.

K. Record-keeping CORE PLUS files are maintained for any matter where services are provided. Only specific documents as listed below should be maintained. CORE PLUS records often contain highly personal and sensitive information. These records are confidential and may be privacy act protected and should therefore be maintained in a safe and secure area. The BDRS in each bureau or their designee is responsible for the appropriate retention of these records and for providing aggregate data to the CADR office at the end of each fiscal year. Individual mediators are permitted to keep records as they deem useful provided the records are maintained in a safe and secure area and individuals follow the NARA schedule for appropriate retention. Consistent with the ADRA, DOI's confidentiality policy and applicable NARA schedule, the CORE PLUS records to be maintained for 3 years are:

- Intake Form
- Agreement to Mediate
- Tracking Data
- Notice of Results and Options Form
- Copy of Signed Written Agreement
- Evaluation Forms (Maintained by CADR)

See Attachment A, Department of the Interior Confidentiality Policy for guidelines related to documents created as part of a mediation process and the appropriate retention and destruction of such documents.

6. SOURCES AND QUALIFICATIONS FOR CORE PLUS NEUTRAL ASSISTANCE

- A. CORE PLUS Roster of In-House Neutrals** – For the most current roster see CORE PLUS at the CADR Sharepoint site <https://portal.doi.net/cadr/> or on the CADR Intranet site. See Attachment J for information on the below standards for CORE PLUS Roster members:
- Qualifications for CORE PLUS Neutrals
 - Certification Requirements
 - Ethical responsibilities for neutrals – mediators, facilitators and coaches
- B. External Sources and Operations** – See Attachment I.
- Shared Neutrals programs- in DC (managed by HHS) and Regions (FEBs)
 - Federal Mediation and Conciliation Service (FMCS)
 - Pre-Existing Contracts
 - Blanket Purchase Agreements (BPA) awards and procedures provide easy access to private sector practitioners and program assistance

7. TRAINING FOR CORE PLUS

CADR develops training modules and curriculum to support CORE PLUS programs, delivers training, and coordinates with training centers on:

- A.** CORE PLUS roster members’ training - basic and annual advanced skills training
- B.** No Fear Act Training on ADR
- C.** Getting to the CORE of Conflict: Conflict Management Skills for DOI
- D.** Getting to the CORE of Communications: Challenging Conversations for DOI
- E.** Getting to the CORE of Generational Mix in the Workplace
- F.** Introduction to CORE PLUS
- G.** CORE PLUS education and training for EEO and HR staffs
- H.** Advocacy in Mediation training for attorneys
- I.** Confidentiality training for CORE PLUS for BDRS, CORE PLUS Coordinators, CORE PLUS Roster members and SOL personnel attorneys
- J.** Convening skills training for all BDRS, CORE PLUS coordinators and Roster members

A training calendar is available on the CORE PLUS portion of the CADR Sharepoint site, <https://portal.doi.net/cadr>.

8. TRACKING, EVALUATION AND REPORTING PROCEDURES

All CORE PLUS cases/matters are to be tracked throughout the year. CORE PLUS roster members, coordinators and BDRS should use the ADR tracker system where possible. CADR will provide to the Secretary, an annual report on the use and implementation

status of CORE PLUS throughout the Department. This report will be based on information recorded in the ADR tracking system as well as interviews with and survey responses from CORE PLUS practitioners, coordinators and partner offices. Additional information on CORE PLUS usage and effectiveness will be provided by evaluation forms provided by employees who have utilized CORE PLUS processes and procedures.

Evaluation forms for CORE PLUS trainings, co-mediator evaluations, and mediation/facilitation participants can be found in the Attachments segment of this Handbook.

All CORE PLUS roster members who conduct a process should enter the relevant data on the ADR tracker system. In cases where a private practitioner has conducted the process, the convening party will be responsible for inputting the data into the ADR tracking system. See Attachment N.

**Department of the Interior
Confidentiality Policy for CORE PLUS and the use of ADR to Resolve Workplace
Conflicts or Disputes**

References and Background

Administrative Dispute Resolution Act of 1996 (ADRA), 5 U.S.C. § 574, *et seq.*

Section-by-Section Analysis of Confidentiality Provisions

Questions and Answers on Confidentiality under the ADRA

Guidance on Confidentiality Statements for Use by Neutrals

Confidentiality: Guide to "Confidentiality in Federal Alternative Dispute Resolution Programs" (guidance to assist federal agencies in developing ADR programs)
December 29, 2000

Guide to Confidentiality Under the Federal Administrative Dispute Resolution Act prepared by the ABA Ad Hoc Committee on Federal ADR Confidentiality (March 2005)

Protecting the Confidentiality of Dispute Resolution Proceedings: A Guide for Federal Workplace ADR Program Administrators prepared by the Interagency ADR Working Group Steering Committee (April 2006)

The documents identified above form the critical foundation upon which confidentiality guidance for the Federal ADR Administrators is based. Agency policies on confidentiality must conform to these guidance documents.

The Department of the Interior (DOI) has prepared the following materials to assist Bureau Dispute Resolution Specialists (BDRS), CORE PLUS coordinators, Human Resources and Civil Rights professionals, the Solicitor's Office personnel attorneys, neutrals, and parties in understanding and implementing ADR confidentiality policies in the context of resolving workplace conflicts or disputes. All BDRSs and CORE PLUS coordinators should have access to these documents and make these materials available to neutrals (internal and external), party and non-party participants as appropriate, and others who may need information on confidentiality in the ADR process. This document is divided into two sections:

- Basic DOI policy based on ADRA of 1996
- Model confidentiality provisions to be used in agreements to mediate

Note: This is not a static document. As new information and guidance becomes available, it will be revised to reflect the most up-to-date guidance.

Department of the Interior Confidentiality Policy

The DOI Confidentiality Policy to support CORE PLUS is designed to protect confidentiality in the resolution of workplace conflicts or disputes to the maximum extent provided by the Administrative Dispute Resolution Act of 1996 (ADRA). The Department considers confidentiality to be integral to an effective ADR program and provides guidance and support to neutrals and parties that engage in the use of CORE PLUS to resolve workplace conflicts or disputes. The ADRA provides a confidentiality standard for neutrals that work with the parties to resolve a conflict or dispute and a related but somewhat different standard for the parties. Although the ADRA provides greater detail, the following are the most important confidentiality provisions of the ADRA:

- A. “Dispute resolution proceeding” is a process in which an alternative means of dispute resolution is used to resolve an issue in controversy where a third party neutral is used to assist the parties participating in the process resolve the issue. The proceeding generally encompasses multiple stages, including intake, assessment, convening, the ADR session and the related activities necessary to execute a final settlement agreement between the parties.
- B. “Alternative means of dispute resolution” includes any procedure that is used to resolve issues in controversy, including, but not limited to conciliation, facilitation, mediation, fact finding, use of ombuds, or any combination thereof.
- C. “Dispute resolution communication” means any oral statement made or written communication specifically prepared for the dispute resolution proceeding, by the neutral(s), parties or non-party participant(s). However, a written agreement to enter into a dispute resolution proceeding or a final written agreement reached as a result of the proceeding is *not* confidential.
- D. A “communication provided in confidence to a neutral” means any oral statement or written document given to a neutral during a dispute resolution proceeding. It must be made with the express intent that it not be disclosed or provided under circumstances that would create a reasonable expectation that it not be disclosed. This type of communication may occur during an ADR session or mediation when one party is communicating directly to the neutral, outside the hearing of the other party (e.g., in caucus).
- E. The **neutral** shall not voluntarily disclose or be required to disclose any dispute resolution communication or any communication provided in confidence to the neutral unless:
 - 1. All parties, the neutral, and any nonparty participant, consent in writing.

ATTACHMENT A

2. The communication has already been made public.
 3. A statute requires that the communication be made public, but the neutral should disclose it only if no other person is reasonably available to disclose it.
 4. A court determines that such testimony or disclosure is necessary to:
 - (a) Prevent manifest injustice;
 - (b) Help establish a violation of law; or
 - (c) Prevent harm to the public health or safety, of sufficient magnitude in the particular case to outweigh the integrity of dispute resolution proceedings in general by reducing the confidence of parties in future cases that their communications will remain confidential.
- F.** The **parties** shall not voluntarily disclose or be required to disclose any dispute resolution communication, unless:
1. The communication was prepared by the party seeking disclosure;
 2. All parties consent in writing;
 3. The communication has already been made public;
 4. A statute requires that the communication be made public;
 5. A court determines that such testimony or disclosure is necessary to:
 - (a) Prevent a manifest injustice;
 - (b) Help establish a violation of law; or
 - (c) Prevent harm to the public health or safety, of sufficient magnitude in the particular case to outweigh the integrity of dispute resolution proceedings in general by reducing the confidence of parties in future cases that their communications will remain confidential.
 6. The communication is relevant to determining the existence or meaning of an agreement reached in the ADR proceeding or to the enforcement of the agreement; or
 7. The communication was provided to all parties to the dispute resolution proceeding. This does not include communications generated by the neutral.
- G.** The parties may agree to alternative confidentiality procedures for disclosure by a neutral as long as they inform the neutral before commencement of the dispute resolution proceeding.
- H.** The parties may agree to alternative confidentiality procedures for disclosure by the parties, and they could agree to hold communications made available to all parties confidential.
- I.** If alternative confidentiality procedures provide for less disclosure than provided by the ADRA, the neutral or the parties may be required to disclose these communications under the Freedom of Information Act, other statutory authorities, or a court order, despite their agreement not to disclose.

ATTACHMENT A

- J. If a demand for disclosure by way of discovery or other legal process is made upon a neutral regarding a dispute resolution communication, the neutral shall make reasonable efforts to notify the parties and any affected nonparty participants of the demand. If the party or participant does not offer to defend the neutral's refusal to disclose the requested information within 15 days, the neutral may disclose the information.

In addition to the basic protections of the ADRA, the Department is adopting the following confidentiality protections to support the operation of CORE PLUS in resolving workplace conflicts or disputes:

1. The ADRA confidentiality provisions do not cover communications provided to all parties in joint sessions, *except* those generated by the neutral. Because the Department believes that open communication between the parties in a joint session is beneficial to the effective resolution of workplace disputes and that the parties should have confidence that sensitive communications will not be shared beyond the ADR session, the Department recommends that the parties include an additional provision in their written mediation agreement that communications by parties and non-party participants in joint sessions will be confidential. It is important for all parties to be aware, however, that even if this provision is included in the mediation agreement, if communications made during a joint session when all parties are present should be requested through a Freedom of Information Act (FOIA) request or through other statutory or legal process, these communications may not be protected from disclosure. The ADRA does not legally provide such protection. (There may be confidentiality exceptions in FOIA or other statutes that still protect sensitive information from disclosure based on the provisions of those statutes.) Because the protections recommended here go beyond the provisions of the ADRA, the communications protected are only protected as an agreement between the parties. The parties must understand that the ADRA does not provide for recourse if one party does not abide by the agreement and shares information that he/she agreed would be kept confidential. Of course, the parties may opt out of this additional confidentiality protection if they delete this provision from their agreement, and their communications within a joint session will not be confidential in accordance with the ADRA.
2. Where communications made in the course of mediation or other ADR process involve allegations that must be reported by management officials, including information about, or allegations of, harassment, waste, fraud, abuse, violations of statutory or regulatory law, a prohibited personnel practice, violations of Title VII, or similar types of allegations, the following policy applies:
 - (a) A neutral may not reveal this information unless the written agreement to mediate specifically provides that the neutral may reveal such information. Even if the neutral is a management official within the Department, discussing these

ATTACHMENT A

issues with the neutral does not constitute a report for the purposes of putting the agency on notice. If a statute requires that the dispute resolution communication must be made public, the neutral must reveal the communication, but only if no other person is reasonably available to disclose the communication. If the parties wish to permit the neutral to reveal this type of communication, the confidentiality agreement must specifically state that such information is not confidential.

(b) The parties may not disclose the allegation if they agreed in their mediation agreement to keep communications in a joint session confidential. If they have opted out of the agreement to keep communications in a joint session confidential and the information was not generated by the neutral, the parties may reveal the communication. However, if a statute requires that the dispute resolution communication must be made public, the party must reveal the communication. (Additional guidance on Access Requests for information on statutes that may be invoked will be provided.)

(c) Statements made by neutrals in mediation sessions, whether in caucus or joint sessions, are protected from disclosure, and managers or other persons may not require that they reveal confidential communications that are protected by the ADRA.

3. The neutral or a party should disclose communications that involve credible threats of serious bodily injury or psychological harm, criminal activity, or serious harm to the public health or safety. This exception is included in the standard agreement to mediate.
4. The Office of CADR, the Office of the Solicitor, and the Office of Inspector General (OIG) will endeavor to negotiate an agreement regarding access by OIG to confidential communications within the ADR process. Maximum protections will be sought to ensure the integrity of ADR proceedings in the Department. An understanding between the OIG and CADR will control the kinds of communications that the OIG will be able to obtain from a neutral or party when the requested information was generated through an ADR process.

DRAFT

Memorandum

To: DOI Union Representatives

From: Director, Office of Human Resources

Elena Gonzalez
Director, Office of Collaborative Action and Dispute Resolution

Subject: Using CORE PLUS: Benefits for Unions and Bargaining Unit Employees

Through your representation duties, you are undoubtedly aware that conflict in the workplace is inevitable. The ways we work through and respond to conflict, however, determine its outcome and impact. The Department's Conflict Resolution (CORE PLUS) program offers an option for you to provide effective representation to bargaining unit employees - - at no cost to the union - - in the resolution of grievances or complaints.

The CORE PLUS process is voluntary and informal, addresses all types of employment concerns, improves communication and reduces tension. CORE PLUS helps participants focus on their values and interests to develop solutions that work for everyone. Be assured the CORE PLUS Specialists have been trained as impartial third party conflict resolution neutrals and are NOT management advocates. However, if you ever feel that they are not neutral or not acting in your best interest, the process can be terminated at any time.

There are several sources of skilled conflict management and conflict resolution neutrals available to assist employees throughout the country. One source of neutral assistance is the CORE PLUS Roster managed by the Office of Collaborative Action and Dispute Resolution (CADR) for use by all Bureaus which includes approximately 70 certified CORE PLUS Specialists from within the Department. Some CORE PLUS Specialists are from the union ranks (including union presidents and stewards) and we are open to and encourage the unions to nominate individuals to become certified to serve as CORE PLUS Specialists.

In addition, the CORE PLUS program includes access to trained and experienced neutrals from other federal agencies including the Federal Mediation and Conciliation Service and from the private sector.

The authority and policy manual for CORE PLUS are found in the Departmental Manual at 370 DM 770. Since the representational duties in CORE PLUS parallel those found in most bargaining unit agreements, union representatives could be very helpful in

ATTACHMENT B

providing this representation in an effective manner. The CORE PLUS implementation handbook also recognizes collective bargaining rights by stating, with respect to written agreements, that they may not violate applicable law, rule, regulation, collective bargaining agreements, or written policies of DOI.

All that is needed to enable bargaining unit employees and unions to utilize the CORE PLUS process is a memorandum of understanding (MOU) (or contract language) at the level of recognition. In developing an MOU, the union is encouraged to work with local management to clearly define the involvement the union wants to have in the CORE PLUS process. For example, Unions may wish to participate in every CORE PLUS process or only at the request of the employee. The parties should also discuss at what point, if any, the union wishes to be notified that a bargaining unit member has contacted CORE PLUS for assistance. Finally, the union and local management should describe what role the union wishes to have in any settlement discussion in a CORE PLUS proceeding.

By using CORE PLUS, unions and bargaining unit employees have access to its many benefits:

- Provides a cost-effective method to represent union members
- Provides a safe place for difficult conversations and impartial assistance tailored to meet the needs of each situation
- Process is confidential to the maximum extent of the law
- Disputes among members of the local bargaining unit can be addressed
- Disputes are resolved at the earliest opportunity and the lowest appropriate level
- Union representation is welcomed in the process
- Unions review and/or approve settlement agreements to ensure consistency with contract
- Process can be terminated at any time

We encourage you to consider utilizing the CORE PLUS program in your bargaining unit. If you would like more information or have any questions regarding the CORE PLUS program, please feel free to contact DOI's Office of Collaborative Action and Dispute Resolution (CADR) at (202) 254-5507 or visit www.doi.gov/cadr. You may also contact the Servicing Human Resources Office for the bargaining unit you represent.

Guidance on CORE PLUS MOUs for Unions and Management

General:

It is important for each MOU to address issues such as:

1. What, if any, involvement does the union wish to have in the CORE PLUS process? Unions may wish to participate in every CORE PLUS case, no CORE PLUS cases or somewhere in between (for example, at the request of the employee).
2. At what point, if any, does the union wish to be notified that a bargaining unit member has contacted a CORE PLUS Specialist or their SHRO for informal resolution of a grievance? Unions may wish to be contacted immediately for all cases, be contacted for specific cases only, be contacted by the employee requesting CORE PLUS services only.
3. What role, if any, does the union wish to have with regard to any settlement discussions?

The most effective way of addressing the union's role in CORE PLUS is, as indicated, through either an MOU or as part of collective bargaining. However, it is important to keep in mind that, even in those instances where the union has entered into an agreement with management on CORE PLUS but has not specified its role, the union does have certain statutory rights with regard to the process. If the matter of concern to the employee is not one that is specifically excluded from the current collective bargaining agreement, the union has a right to be notified and present during any and all discussion with regard to the grievance, including settlement.

SAMPLE

**Memorandum of Agreement
Use of the CORE PLUS Program**

The parties (Union and Management) agree that bargaining unit employees may elect to utilize the CORE PLUS Program established in the Departmental Manual, 370 DM 770, and in the CORE PLUS Handbook. The parties therefore agree to the following provisions:

1. If CORE PLUS services are requested, the bargaining unit employee shall contact a CORE PLUS Specialist (or request assistance from their Servicing Human Resources Office) within the designated Bureau/Office. The parties agree to use the CORE PLUS Program guidelines established in the Departmental Manual, 370 DM 770 and accompanying Handbook. *(Here, the MOU should also reflect what involvement, if any, the union wishes to have in the CORE PLUS process as well as at what point the union wishes to become involved. For example, does the union wish to be notified of and involved in every CORE PLUS case involving a bargaining unit employee or does it wish to only be involved in those where the employee requests its participation? Another option would be for the union to be notified of each CORE PLUS case and then determine if it wishes to be involved on a case-by-case basis).*

If the parties voluntarily reach an agreement/settlement through CORE PLUS mediation, they will be bound by the agreement/settlement. If no agreement/settlement is reached, the party may seek formal redress, as provided in the Negotiated Grievance Procedures of the Collective Bargaining Agreement (or the Administrative Grievance Procedures, if no NGP and use of these procedures has been agreed to by the parties) within fifteen (15) days after the CORE PLUS mediation process and a "Notice of Results and Options" form is completed. *(Here, the MOU also should reflect what the union's role, if any, will be during any settlement discussions. For example, does the union wish to be present during the settlement process or does it prefer to be notified of the settlement later [or not at all]? Another option would be for the settlement entered into by the principal parties to be tentative pending discussion with the union).*

2. Initial contact with a Conflict Resolution Specialist does not require supervisory approval. A reasonable amount of official time will be allowed without charge to leave or loss of pay in accordance with pertinent regulations.

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3. The CORE PLUS mediation sessions will be held, if possible, on DOI premises and during the regular administrative work hours. If in a duty status, the parties to the complaint, Union Representative, or any employee called to participate in a CORE PLUS meeting will be excused from duty as necessary by his/her supervisor. Designated Union representatives and/or witnesses will not suffer loss of pay or charge to leave.

4. In accordance with 370 DM 770, the CORE PLUS process will normally not exceed 45 days unless otherwise agreed to by the parties. If the mediation process is used, an "Agreement to Mediate" form will be completed by the CORE PLUS Specialist and signed by both parties and their representatives, if any. Copies of the final signed agreement will be provided to all parties (*Here, MOU should specify if the Union wishes to receive a copy of the final signed agreement*) and the original document maintained by the designated Bureau Dispute Resolution Specialist (or CORE PLUS Dispute Resolution Manager).

5. Issues discussed during CORE PLUS sessions are considered confidential to the maximum extent possible and will only be disclosed to those with a need-to-know (as defined under 370 DM 770).

Signatures of the Parties:

Union

For the Agency

Date:

**DEPARTMENT OF THE INTERIOR
CORE PLUS INTAKE FORM**

NAME OF INTAKE PERSON: _____
CASE ID NO.: _____

NAME/ TITLE/ PHONE NO. OF INDIVIDUAL MAKING INITIAL CONTACT:

BUREAU OR OFFICE: _____

NAME OF MANAGERS/EMPLOYEE/S WITH TITLE/S AND CONTACT INFO.:
1. _____
2. _____

DATE OF INITIAL CONTACT: _____

BASIC CONCERNS/ISSUES RAISED:

IS THE EMPLOYEE EXPLORING OR PURSUING ANY OTHER AVENUE OF REDRESS? YES: _____ NO: _____

IF YES, WHO ELSE HAS EMPLOYEE CONTACTED ABOUT THESE CONCERNS?

NOTICE TO EMPLOYEE: IF YOU BELIEVE YOU MAY HAVE BEEN DISCRIMINATED AGAINST ON ONE OR MORE OF THE FOLLOWING “BASES”: RACE, COLOR, NATIONAL ORIGIN, RELIGION, GENDER, AGE, PHYSICAL OR MENTAL DISABILITY, SEXUAL ORIENTATION, GENETIC INFORMATION, AND/OR REPRISAL YOU MAY FILE AN EEO COMPLAINT. **YOU MUST** DISCUSS THE PROBLEM WITH AN EEO COUNSELOR WITHIN 45 DAYS OF THE DATE OF THE INCIDENT THAT GAVE RISE TO YOUR COMPLAINT.

EMPLOYEE SIGNATURE _____
DATE _____

ASSISTANCE PROVIDED/METHODS USED/AND RESULTS:

NOTICE OF RESULTS AND OPTIONS ISSUED? YES: _____ NO: _____

ATTACHMENT D

REQUEST FOR ALTERNATIVE DISPUTE RESOLUTION
EEO Pre-complaint

Aggrieved Person (AP)

Name:

Position/grade:

Phone:

Organization:

Business Address:

E-Mail:

Aggrieved's Representative

N/A

Involved Official:

Name:

Relationship:

Position:

Phone:

Fax:

Address:

E-Mail:

Basis and Issue:

Requested Remedies:

90 day pre-complaint deadline

EEO Counselor:

ATTACHMENT E

[Sample Memorandum confirming mediation or other neutral process (coaching or facilitation).]

Date

Memorandum

To:

From:

Subject: *ADR Process Confirmed*

I am writing to confirm the scheduling of a *mediation/conflict coaching/facilitation* process involving the participant/s listed above. Your mediation, conflict coaching/facilitation process will be held on *Day of Week, Month, Date, Year, at name of location with address*. The session will begin at *a.m./p.m.* Please be sure to bring a picture ID in case you need it to enter the building.

The neutral selected to conduct this session is: *Name, title, and contact information*. Please advise this person immediately if you or anyone accompanying you has any special needs or a disability that may need to be accommodated during this session. The neutral will explain the process, assist you in clarifying the issues to be discussed and answer any process questions you may have at the start of the session.

You will be asked to review and sign the attached *agreement to mediate, conflict coaching agreement, facilitation process agreement* at the start of the session. This is a confidential process offered to assist participant/s with the resolution of workplace issues and concerns. The neutral *mediator, facilitator, coach* is impartial and has no authority to impose a decision, mandate any action by any party or decide the terms of any agreement. Any resolution, plan of action or agreement reached will be voluntarily decided and agreed to by the participant/s. The terms of any agreement must comply with relevant laws and regulations and DOI policies. Appropriate technical and legal advice will be available to the parties during this process if it is needed. The confidentiality provisions of the attached agreement will be discussed with the participant/s before the agreement is reviewed and signed by the participant/s. The neutral will not willingly testify as to the communications shared during this process during any subsequent inquiry or proceeding.

I appreciate your willingness to participate in good faith in this process to explore the resolution of workplace issues and concerns.

If you have any questions about this process, please call me at *phone no.*

Attachment

**U.S Department of the Interior
CORE PLUS
Agreement to Mediate and Confidentiality Agreement**

The parties agree to engage in mediation and to participate in good faith in an open and honest discussion. The parties understand that the mediation may be terminated at any time by either party or by the mediator(s). The mediator(s) are impartial and agreed upon by the parties, have no authority to decide the case and are not acting as advocates or attorneys for any party. The parties have a right to representation during mediation.

Mediator(s) Confidentiality

The confidentiality provisions of the Administrative Dispute Resolution Act apply to this mediation. These provisions focus primarily on protecting private communications between parties and the mediator(s). Under the ADR Act, parties' oral communications to the mediator(s) during mediation are protected. The same is true for written communications parties prepare for mediation that are given only to the mediator(s). The mediator(s) are bound by this confidentiality and generally may not reveal what was said in mediation to anyone, with very limited and rare exceptions. The mediator is not required to maintain confidentiality if he/she has reason to believe that either party is in danger of bodily harm or egregious psychological harm, if either party has threatened bodily or egregious psychological harm, or if criminal activity is divulged.

Parties' Confidentiality

To promote full and open communication in the mediation process, the parties agree that oral communications made with all parties present or otherwise confidential documents a party makes available to all parties will be held as confidential in this mediation. The parties understand that by agreeing to hold communications and documents confidential in this mediation, they are agreeing to protection greater than that provided in the ADR Act. By signing this agreement, the parties understand that despite this agreement for additional confidentiality, outside parties may still have access under the Freedom of Information Act to documents which a party makes available to all other parties.

The parties, their representatives, and other participants (if applicable) will not electronically record or otherwise produce any transcript or written record of the mediation proceedings.

In unusual circumstances, a judge can order disclosure of information that would prevent a manifest injustice, help establish a violation of law, or prevent harm to public health and safety.

ATTACHMENT F

No party shall be bound by anything said or done at the mediation, other than this Agreement to Mediate and Confidentiality Agreement, unless a written resolution is reached and executed by all necessary parties. If a resolution is reached, the agreement shall be put in writing and, when signed and approved by the appropriate authorities for all parties shall be binding upon all parties to the agreement.

By signature below, we acknowledge that we have read, understand, and agree to the terms of this Agreement to Mediate and Confidentiality Agreement.

Name/Role (e.g., Participant or Representative)

Date

Name/Role (e.g., Participant or Representative)

Date

Mediator

Date

**FEDERAL MEDIATION & CONCILIATION SERVICE
UNITED STATES GOVERNMENT**

MEDIATION AGREEMENT

The undersigned hereby request the assistance of the FMCS in the attempted resolution of the dispute between them today. They understand that mediation is a voluntary process that may be terminated at any time. Further, the undersigned agree to maintain the confidentiality of all information disclosed in the course of the mediation:

1. The undersigned agree that all statements by the parties, participants or the mediator during the mediation process, and any documents created for or during these proceedings, are inadmissible and not discoverable for any purpose whatsoever, in any pending or subsequent judicial or other proceeding, absent consent of all of the parties, the mediator and the FMCS.
2. The undersigned agree not to subpoena the mediator or anyone else employed by FMCS to testify for any reason, nor to subpoena documents created for or during the mediation.
3. It is understood by the undersigned that evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its use in the mediation proceedings.
4. The undersigned shall not rely on, nor introduce as evidence in any proceedings any views, comments or suggestions made by any party or participant with respect to a possible settlement of the dispute, any admissions made by another party or participant in the course of the mediation proceedings, or any proposals, opinions, or comments of the mediator. It is understood that FMCS policy is such that the

ATTACHMENT F

mediator's notes and records of the mediation content, if any, are routinely destroyed.

5. FMCS and its employees will be held harmless of any claim for damages for any act or omission occurring during, or in connection with, the mediation process.

6. The obligations imposed by this agreement are in addition to, and do not supersede, any obligations imposed by applicable state or federal laws regarding mediation confidentiality.

7. The undersigned agree to be bound by this agreement. By signing below, they represent that they have the full authority to bind their respective organization and/or members to this agreement.

Name/Title

Organization

Signature

Date

Name/Title

Organization

Signature

Date

Name/Title

Organization

Signature

Date

**CORE PLUS
NOTICE OF RESULTS & OPTIONS**

RESULTS – Full and satisfactory resolution has not been achieved through the CORE PLUS process. The following is a confirmation that the process has ended and a brief summary of the steps taken regarding the issues and concerns presented to the CORE PLUS program.

Name of employee:

Name of CORE PLUS Coordinator or Neutral:

Date of Initial CORE PLUS Contact:

Type of CORE PLUS assistance provided:

Date Final Results and Date CORE PLUS Process ended:

OPTIONS -- The following are the options that may be available to you:

1. If the issue or concern is covered under the DOI Administrative Grievance Procedure, you may file a formal grievance with your servicing human resource office within 15 days of receipt of this Notice.
2. If you are a member of a collective bargaining agreement, and the issue or concern is covered by a negotiated grievance procedure, you should contact a union representative for guidance on any options that may be available to you.
3. If the issue or concern is covered under the EEO regulations, i.e. if you believe you may have been discriminated against on one or more of the following “bases”: race, color, religion, gender, national origin, age, physical or mental disability, sexual orientation, genetic information, and/or reprisal you may file an EEO complaint. You must contact an EEO Counselor within 45 days of the incident that gave rise to your complaint.
4. Other:

CORE PLUS Neutral or Coordinator signature: _____

Date: _____

cc: _____

**DESIGNATION OF REPRESENTATIVE FORM
FOR CORE PLUS**

All employees (non-management, supervisory and managers) involved in a CORE PLUS process have the right to be accompanied, represented and advised by a Representative of their choosing during any stage of the process except when such choice would result in a conflict of interest. A Representative should be someone who can proceed on the employee's behalf in a timely manner. A Representative may assist and counsel an employee in the preparation and presentation of their issues or concerns and may appear with the employee at any proceeding within the CORE PLUS process.

I _____, hereby designate _____, to act in my name as my Representative in all matters pertaining to my involvement in the CORE PLUS process in accordance with Department policy.

I understand that the authority and responsibility granted to the above-named person by virtue of this designation may be terminated by me at any time. Should the designation be terminated, I agree to notify the CORE PLUS Neutral of this action in writing.

Although the person named above may act for me in all matters pertaining to the issues or concerns raised, I further understand that the decision to withdraw from participation from the CORE PLUS program must be made by me personally and communicated to the CORE PLUS Neutral.

Name of Employee Designating a Representative

Signature of Employee Designating a Representative and Date

Name of Representative

Telephone No.

Signature of Representative and Date

**SETTLEMENT AGREEMENT GUIDELINES
For any Administrative complaints**

THE WRITTEN SETTLEMENT AGREEMENT

If the agency and the complainant agree to resolve an administrative employment-related claim, the terms of the resolution must be reduced to writing and signed by the parties in order that the agency and the aggrieved employee have the same understanding of the terms of the resolution. The written agreement must state clearly the terms of the resolution and contain the appeal procedures available in the event that the agency fails to comply with the terms of the resolution.

The written settlement must reflect the agreement of the parties as to how they will relate to one another in the future. It must describe in detail the responsibilities each party has agreed to assume in order to resolve their dispute. **It is, therefore, important that the agreement be understandable, comprehensive and specific.** Upon reading the agreement, it should be clear who will do what, when, how, how much, and for how long.

Here are some points to keep in mind when drafting a settlement agreement.

1. Use plain English.
 - The language should be free of unnecessary acronyms or jargon.
 - Sentences should be simple and short.
 - There should be no use of ambiguous words such as “reasonable,” “soon,” or “practicable.”
 - Settlements should be as objective as possible. There should be no “fuzzy meanings” such as “when his/her supervisor is satisfied” or “when his/her performance improves.”
 - Settlements must be written in the active, not passive voice: “will rescind, cancel, expunge . . .” or “will pay the sum of . . .”
2. Refer to the parties by status or position, not by name.
 - Use “Director of the Office of People” rather than Michael Manageman (Michael may leave the agency or transfer to a different organizational unit).
 - Use “Complainant” rather than individual names.
3. Use settlement terms that are:

ATTACHMENT I

- Specific (intentions should be clear to everyone who reads the agreement).
 - Measurable (who will do what, when, how, how much and for how long).
 - Achievable (in accordance with laws, regulations, or policies).
 - Documented in times (clear timelines for compliance, beginning date, number of days, how often, how long). **Time allowances must be made for routing the settlement agreement for approval and processing personnel actions.**
4. Here are some examples to use when writing a settlement agreement:
- a) The Director of the Office of People will make the following changes to the Complainant's 2002 Performance Appraisal within 30 days of approval of this settlement agreement:
 - 1) Change Critical Element Number 1 rating from Fully Successful to Highly Successful.
 - 2) Change Critical Element Number 3 rating from Fully Successful to Highly Successful.
 - 3) Change the Overall Summary rating from Fully Successful to Highly Successful.
 - b) The Agency agrees to post a vacancy announcement and make a selection for a People Expert, GS-9999-12/13, in the Dorightbyme, Florida office within 30 days of the date this settlement agreement is approved. The position will be open to applicants in the local Dorightbyme commuting area only, and the area of consideration will be limited to Agency employees only. Management will provide the Complainant a copy of the vacancy announcement not later than the opening date of the announcement. The Complainant is encouraged to apply for consideration; however, the posting of this vacancy announcement does not constitute an agreement to select the Complainant for the position or any other position applied for by the Complainant.
 - c) The Director of the Office of People will expunge the "Opportunity to Improve Period" (OIP) Memorandum dated March 14, 2002, from the Complainant's official personnel file within 30 days of the date this settlement agreement is approved.
 - d) The Agency will pay the Complainant's Attorney, Jack Counsel/ABC & Associates, \$4,000.00 for attorney's fees within thirty (30) calendar days of the date that this agreement has been approved. Payment for attorney's fees will be

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- by check or wire transfer in the amount \$4,000.00 (without deduction), and made payable to ABC & Associates.
- e) The Agency will pay the Complainant reasonable attorney's fees not to exceed \$3,000.00 within thirty (30) calendar days of receipt of attorney fees invoices as documentation and after review by the Solicitor's Office for reasonableness. The thirty (30) calendar days will begin on the date that this agreement has been approved and executed by the agency's approving authority (i.e., Solicitor, Director of Civil Rights, EEO Director). Proper documentation consists of an attorney's invoice showing the amount billed and/or a copy of the Complainant's check to the attorney in payment for the invoiced services.
 - f) The Director of the Office of People agrees to reassign the Complainant to the Office of Employees, Dorightbyme, Florida, in the position of Supervisory Person, GS-9999-14 within thirty (30) calendar days of the date that this agreement has been approved and executed by the Agency's approving authority (i.e., Solicitor, Director of Civil Rights, EEO Director).
 - g) The Agency will re-credit forty (40) hours to the Complainant's annual leave account balance within sixty (60) days of the date this settlement agreement is approved. The Complainant shall not lose any annual leave as a result of the additional forty (40) hours. If the additional forty (40) hours increases the Complainant's annual leave balance to an amount over the 240-hour limit on unused annual leave, then the additional forty (40) hours shall be restored in accordance with the agency's policy governing restoration of "Use or Lose" annual leave. The additional forty (40) hours shall be made available for the Complainant's use for a period of 2 years from the effective date of restoration.
 - h) The Director of the Office of People, will place the Complainant in the next available Office of People Upward Mobility Position, Program Assistant (GS-7/9/11) in the Dorightbyme, Florida office. The position will include training and promotion opportunities available to the Complainant under the terms and guidelines governing the administration of the Upward Mobility Program. The Complainant will be placed in this Upward Mobility Position within ninety (90) calendar days of the date that this agreement has been approved and executed by the Agency's approving authority (i.e., Solicitor, Director of Civil Rights, EEO Director).
 - i) The Agency will change the effective date of the Complainant's promotion from GS-11 to GS-12 from May 16 to January 16, 2001. Therefore, the Agency will pay the Complainant back pay in the amount of the difference in pay between the GS-11 Step 4 and GS-12 Step 1 grade levels for the period of January 16 through May 16, 2001. The Agency will complete this action within sixty (60) days of the date this agreement is approved.

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- j) The Director of the Office of People, will approve the Complainant's request to transfer out of the Office of People for any available Program Analyst position for which he has applied and is qualified (as agreed to by both the gaining and losing offices). The Director of the Office of People will release the Complainant for transfer no later than the end of the first pay period after the transfer approval date.

CONSIDERATION

A settlement agreement is a contract. Contracts are only valid when something of value is exchanged for something of value. For example, to resolve a failure to promote case, the aggrieved person/complainant may be given a step increase in exchange for withdrawing his or her complaint. In this scenario, the aggrieved person/complainant gets something of value (step increase) and the agency gets something of value (withdrawal of the complaint). This exchange of value, in contract terms, is known as consideration. There must be consideration for a contract to be valid. A contract that lacks consideration is void. An agency cannot satisfy consideration requirements by giving an aggrieved person/complainant something to which there is no dispute and he or she is entitled. For example, a promise not to discriminate is not valid "consideration" since it is something which is already required by law.

Yip v. United States Postal Service, EEOC Appeal No. 01A21290 (March 27, 2002). The operative portion of the settlement agreement provided "Both parties agree that, in order to promote a more harmonious relationship in the workplace, they will deal with each other fairly and treat each other with dignity and respect in the workplace." The EEOC voided the settlement agreement for lack of consideration, and ordered the agency to reinstate the complaint from the point processing ceased.

LUMP SUM PAYMENTS

Lump sum payments are the preferred form of payments. If a lump sum payment is included in the settlement agreement, the settlement agreement must specify whether or not taxes will be withheld.

Greenwalt v. Department of the Air Force, EEOC Appeal No. 01A00224 (July 11, 2002). The settlement agreement was silent on the question of tax liability. The EEOC found the agency breached the settlement agreement when it treated the entire lump sum award as ordinary wages and made the usual payroll deductions.

OLDER WORKERS BENEFIT PROTECTION ACT

Any written agreement settling a claim under the Age Discrimination in Employment Act of 1967 (ADEA) must also comply with the requirements of the Older Workers Benefit

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Protection Act of 1990 (OWBPA) Pub. L. 101-433 (1990); the ADEA, subsection (f), 29 U.S.C. 626(f); and EEOC's regulations regarding Waiver of Rights and Claims Under the ADEA at 29 CFR Part 1625.

Carter v. United States Postal Service, EEOC Appeal No. 01A13960 (January 8, 2002). The waiver provisions of the settlement agreement made no reference to the Complainant's rights under the ADEA, nor did it suggest that the Complainant consult with an attorney before signing the agreement. Therefore, the EEOC found that the settlement agreement violated the OWBPA and rendered the settlement agreement void.

CONFLICTING REGULATIONS

There may be some instances where a proposed settlement appears to be at odds with normal personnel procedures or practices contained in regulations implementing Title 5 of the United States Code or processing guidance of the Office of Personnel Management (OPM). Such situations could arise where OPM regulations or guidance foresee personnel actions taken in the normal course of business and do not generally discuss personnel actions taken pursuant to a court order or settlement. Title VII provides authority to enter into settlements of EEO complaints, and, likewise, Title VII provides authority for agencies to effectuate the terms of those settlements.

The Department of Justice's Office of Legal Counsel (OLC) has affirmed the broad authority of agencies to settle EEO disputes by applying remedies a court could order if the case were to go to trial. In an opinion interpreting the authority of an agency to settle a Title VII class complaint, OLC advised that a complainant can obtain in settlement whatever the agency concludes, in light of the facts and recognizing the inherent uncertainty of litigation, that a court could order as relief in that case if it were to go to trial. In the case it reviewed, which alleged discrimination in classification decisions, OLC determined that the agency could agree not to reclassify positions of specific employees downward because a court could enjoin reclassification of the positions of those employees if the court found some cognizable danger of recurrent violation. The OLC found the proposed settlement valid under Title VII even though OPM contended that the agency's authority to reclassify pursuant to applicable statutes, rules and regulations cannot be superseded by settlement.

Chapter 32, Section 6(b), of OPM's Guide to Processing Personnel Actions describes the procedure for documenting personnel actions taken as the result of a settlement agreement, court order, EEOC or MSPB decision.

FOR INTERNAL DISCUSSION PURPOSES ONLY

August 27, 2008

_____ DM

Department of the Interior

Departmental Manual

Effective date:

Series:

Part _____:

Chapter ____:

Authority to Settle Administrative Employment-related
Claims

Originating Office:

_____ DM _____

_____ **Purpose.** This chapter sets forth the Department’s policy regarding the settlement of administrative employment-related claims.

_____ **Policy.** It is the policy of the Department of the Interior (hereafter “Department”), where it is practicable and in the best interests of the Department and of the federal government, to settle administrative employment-related claims in accordance with this chapter.

_____ **Authorities.** The Secretary of the Interior has delegated to the Solicitor the authority to, among other things, approve the settlement of administrative employment-related claims. The Solicitor’s authority is set forth in Parts 205 and 209 of the Departmental Manual.

_____ **Scope.** The policy and procedures described in this chapter cover administrative employment-related claims.

_____ **Responsibilities and Implementation.**

A. HR Responsibilities. All settlement agreements must be reviewed and concurred with by the Bureau/Office servicing personnel office for technical sufficiency of terms prior to any counter offer made in the context of an employment related claim.

B. EEO Responsibilities. All EEO settlement agreements, whether informal or formal complaints, must be reviewed and concurred with by the servicing EEO

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office for technical sufficiency of terms prior to any counter offer made in the context of an EEO claim.

C. SOL Responsibilities. SOL attorneys must review all settlement agreements for reasonableness and legal sufficiency. The Associate Solicitor for General Law and Regional Solicitors may approve settlement agreements that involve amounts less than \$40,000 so long as no single component within the total settlement amount (e.g., attorney's fees and costs, compensatory damages, back pay or interest) exceeds \$20,000. Prior to making a settlement counteroffer, SOL Attorneys must submit all settlements involving the payment of more than \$40,000 or containing a component that involves the payment of more than \$20,000 first to the Office of Human Resources and the Office of Civil Rights for review and concurrence and then, through the Associate Solicitor, General Law, to the Solicitor in Washington, D.C. for approval. SOL will also ensure that bureau/office management has reviewed/concurred in accordance with their own policies and procedures.

D. Bureau/Office Responsibilities: To establish policies and procedures to assure sufficient management review and approval of proposed settlements.

E. Once a settlement agreement is fully executed,

- i. A copy of the settlement agreement must be sent to the appropriate bureau/office servicing personnel office so that it may implement the terms of the agreement that involve monetary payments, the initiation of personnel actions, etc.
- ii. Where the employment-related claim involves an EEO claim, the settlement agreement must be provided to the servicing bureau/office EEO Officer and the Director, Office of Civil Rights.
- iii. A copy of the settlement agreement may be provided to the appropriate management authority for implementation of its terms.

F. Implementation Responsibilities. All individuals having implementation responsibilities as set forth in Part E above are considered to be in a need to know status for purposes of the Privacy Act, 5 U.S.C. § 552a.

SOL Approval Procedures. In order to obtain the Solicitor's approval for settlements over the thresholds referenced in Part C above, the following procedures must be followed: In accordance with the Solicitor's Manual, the Solicitor, located in Washington, D.C., must approve the settlement of all administrative employment-related claims filed against the Department that include, as a term of settlement, the payment of more than \$40,000 total or more than \$20,000 for any one component (attorney's fees

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and costs, compensatory damages, back pay and interest) within the total settlement amount. The Solicitor's approval of the settlement must be obtained before an oral or written settlement offer is made to any individual(s) who has/have filed an administrative employment-related claim against the Department.

Additionally, settlements that involve the payment of more than \$40,000 or more than \$20,000 for any one component within the total settlement amount must also be reviewed by and/or receive concurrence from the Office of Human Resources and the Office of Civil Rights prior to their submission to the Solicitor.

A request to the Solicitor for settlement authority must originate from a Solicitor's Office attorney and must be sent to the Solicitor through the Associate Solicitor for General Law. The Associate Solicitor for General Law will make a recommendation to the Solicitor concerning the proposed settlement.

All settlement agreements of administrative employment-related claims filed against the Department shall contain, at a minimum, the terms found in Appendix 2, as appropriate to the forum. Additional terms may be added as appropriate to reflect the intent of the parties, however, all terms should be reviewed by the local Solicitor's Office to ensure reasonableness and legal sufficiency in coordination with the HR office and EEO office, as needed.

Definition

1. Employment-related claim -- Any administrative personnel employment related matter filed against the Department or its Bureaus.
2. Agency Representative -- Any Solicitor's Office attorney handling litigation before an administrative tribunal on behalf of DOI and its Bureaus.

Sample Formal Settlement Agreement

If Appropriate, Identify Administrative Agency with Jurisdiction over the Complaint or Claim

_____)
In the matter of _____)
Claimant’s Name v. Ken Salazar _____) Case No. _____)
_____)

SETTLEMENT AGREEMENT

The _____ Bureau or Office (hereafter, “Agency”), and _____ (Complainant’s or Claimant’s Name) (hereafter, “Complainant,” “Claimant”, “Appellant,” etc.) have mutually agreed to the following terms, conditions and stipulations in full settlement of the above referenced matters:

1. When this agreement is fully executed, it will constitute a withdrawal with prejudice and release by Complainant/appellant of any and all formal or informal complaints and appeals including, but not limited to, claims for emotional pain and suffering, any and all claims known or unknown, appeals, charges, or grievances against the Agency, its officials, employees, or agents, having arisen on or prior to the date of this Agreement. Under the terms hereof Complainant waives, releases and forever discharges the Agency, its officials, representatives, current or former employees and agents from any and all appeals, complaints, claims, causes of action, or grievances, however designated, whether known or unknown, pending or not now pending, contingent or fixed, including, but not limited to those matters resolved specifically herein up to and including the effective date of this Settlement Agreement.

2. Within ____ days of the effective date of this Settlement Agreement, the Agency shall _____.

3. Within ____ days of the effective date of this Settlement Agreement, the Agency shall _____.

4. Within ____ days of the effective date of this Settlement Agreement, the Agency shall _____.

2. Complainant/Appellant agrees that, with the exception of the monetary amounts to be paid by the Agency pursuant to Paragraphs 2, 3, and 4 of this Settlement

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Agreement, she/he is not entitled to any other monetary amounts, attorney's fees, back pay, compensatory damages, interest, or any other form of damages, in connection with the settlement of the above-captioned complaint. Complainant/Appellant agrees that this Settlement Agreement resolves all employment-related matters, issues and claims she/he has filed or could have filed arising out of his/her employment with the Agency up to and including the date of execution of this Settlement Agreement.

3. Complainant/Appellant agrees not to file any EEO complaints, MSPB appeals, grievances, or court actions, or initiate any other administrative or judicial proceedings concerning any of the matters raised in, or which might have been raised in, his/her discrimination complaint, or any other claim he/she has filed or could have filed against the Agency through the date of execution of this Settlement Agreement.

4. All parties to this Settlement Agreement agree, to the extent permitted by law, that the terms and conditions of this Settlement Agreement, including all related correspondence and documents, the identity of the parties, and the facts surrounding the settlement of the above-captioned complaint are to be deemed confidential and are not to be discussed with anyone, with the following exceptions: Required to do so by law or lawful court order, disclosures made by the Agency pursuant to the provisions of the Privacy Act, 5 U.S.C. § 552a; disclosures made by the Complainant/Appellant to his/her immediate family members, accountant, lawyer and to taxing authorities; and disclosures made by the parties for the limited purpose of implementing or enforcing the terms of the agreement.

5. The parties understand that this Settlement Agreement is the compromise of disputed claims, and is not to be construed as an admission of liability or culpability by either party. Further, this Settlement Agreement is not to be used as precedent in any other matter before the MSPB, the Equal Employment Opportunity Commission, the OSC, or any other administrative or judicial body.

6. **[For EEO complaints only]** -- The parties agree that should the Agency fail to carry out its obligations as set forth in this Settlement Agreement for any reason not attributed to acts or conduct by Complainant, the provisions outlined in 29 C.F.R. § 1614.504 shall govern the settled EEO complaint. Complainant understands and agrees that if she/he believes the Agency has breached this Settlement Agreement and requests reinstatement of her EEO complaint, and should his/her complaint be reinstated, she/he will return any benefits received as a result of the execution of this Settlement Agreement.

7. The Agency denies the commission of any discriminatory action against the Complainant in violation of Title VII of the Civil Rights laws (42 U.S.C. § 2000e et seq.), or any other Federal or state law, statute or regulation, or any Federal or Agency personnel rule, regulation or practice with respect to any allegation contained in

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Complainant's EEO complaints, Agency Case Nos. XXXXX or matter appealed to the MSPB or filed with the Office of Special Counsel, as appropriate..

8. This Settlement Agreement contains the complete understanding of the parties regarding the terms and conditions of this Agreement. There are no other terms express or implied. The terms and conditions of this Settlement Agreement are contained exclusively within this Agreement and have been voluntarily agreed upon by the parties after consultation with their respective counsel. The parties agree that this Settlement Agreement shall only be modified by a written agreement signed by each party.

9. By signing this Settlement Agreement Complainant/appellant acknowledges that she/he has sought the assistance and counsel of an attorney regarding the above-captioned matter and the terms and conditions of this Agreement or Complainant/appellant acknowledges that she/he has been provided sufficient opportunity to read and consider this Agreement, and to consult with an attorney prior to signing this Agreement.

10. By signing this Agreement Complainant/appellant acknowledges that she/he enters into this Agreement with a full understanding of its terms and conditions. Further, by signing this Agreement Complainant/appellant acknowledges that she/he is voluntarily entering into this Agreement, without threat or coercion by the Agency or any of its employees.

11. This Agreement is entered into pursuant to authority contained in [29 C.F.R. §§ 1614.504 and 1614.603 or 5 C.F.R. Part 1201 (or whatever appropriate statutory authority)], and is binding upon Complainant and the Agency, and their respective agents, representatives, successors and assigns.

12. If any paragraph or portion of this Agreement is determined to be unenforceable, the rest and remainder of this Agreement shall remain in full force and effect. Duplicate copies of this Agreement shall act as originals if all the individuals sign them in the original identified on the signature page, below. The parties agree that this agreement may be executed in counterparts, and that facsimiles of the parties' signatures are acceptable.

13. This Agreement shall become effective when signed by all parties.

[For Potential or Existing Age Discrimination Complaints]

1. Complainant/appellant knowingly and voluntarily waives his/her rights under the Age Discrimination in Employment Act (ADEA) that she/he has asserted or could have asserted up to and including the effective date of this Agreement

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- 2. By signing this Agreement Complainant/appellant acknowledges that she/he has been advised of his/her right to consult with counsel of her choice concerning the terms of this Agreement prior to the execution of the agreement.
Complainant/appellant acknowledges she/he has either done so or has freely chosen not to so consult.
- 3. Complainant/appellant enters into this Agreement with full understanding of its terms and conditions.
- 4. Complainant/Appellant and the Agency acknowledge that binding legal consideration exists for this agreement in return for waiver of any and all ADEA rights and claims she/he has asserted or could have asserted prior to the effective date of this Agreement.
- 5. Complainant/appellant acknowledges that she/he has been given 21 days from the receipt of this Agreement to consider its terms. Should she/he sign this Agreement before the 21-day time period has expired, she/he acknowledges that her decision to accept such a shortening of this period is knowing and voluntary, and presumptively reasonable, and was not induced through fraud, misrepresentation, coercion, duress or threat to withdraw or alter the terms of the Agreement.
- 6. By signing this Agreement, Complainant/appellant understands that she/he is not waiving any future rights or claims under the Age Discrimination in Employment Act, as amended, *29 U.S.C. § 621 et seq.*, for actions arising after this Agreement becomes effective.
- 7. Complainant/appellant has seven (7) calendar days following his/her execution of this Agreement to revoke the Agreement. Accordingly, this Agreement shall become effective when signed and dated by all of the individuals identified on the signature page, below, and after seven (7) calendar days following its execution by Complainant/appellant. Complainant's/appellant's revocation of this Agreement, if any, must be in writing and delivered to the Agency Representative at his/her address of record.

XXXXXXXXXX
Complainant/Appellant

Date:

XXXXXXXXXX, Esq.
Complainant's/Appellant's Representative

Date:

XXXXXXXXXX
Agency Manager, Position,
Bureau/Office

Date:

XXXXXXXXXX, Esq.
Agency Representative

Date:

**SAMPLE INFORMAL NON-AGE RELATED DISCRIMINATION
RESOLUTION AGREEMENT**

UNITED STATES DEPARTMENT OF THE INTERIOR

RESOLUTION AGREEMENT

In accordance with the terms set forth herein below, the parties hereby agree to resolve the pre-complaint of discrimination that was initiated by,

By executing this Resolution Agreement the parties hereby agree to resolve all of the employment-related issues including, but not limited to, the issues raised by _____ (hereinafter, the Employee) in the above-captioned matter, including all claims of monetary reimbursement, and any other claims for relief, whether referenced herein or not, whether known or unknown and all other personnel claims, which have been filed or could have been filed by her against the U.S. Department of the Interior or any of its Bureaus and Offices (hereinafter, the Agency) through the date of execution of this Resolution Agreement.

The claims in the pre-complaint resolved by this Resolution Agreement are as follows:

The parties mutually agree to the following terms and further agree that these terms shall fully and forever resolve the Employee's allegations of discrimination against the Agency, and that except as specified herein, no other promises, conditions or obligations are made by or imposed on the parties:

1. By executing this Resolution Agreement, the Employee withdraws and dismisses, with prejudice, her pre-complaint of discrimination identified above, and any other allegation, complaint, grievance or other action she has filed or could have filed, except for her worker's compensation claim. The Employee further agrees not to institute, file or otherwise initiate or cause to be instituted, filed or initiated on her behalf, any complaint or other action, including civil court litigation, against the Agency, its bureaus, offices, agents or employees which has or could have been filed by her through the date of execution of this Resolution Agreement.
2. The Employee understands and agrees that she will receive no relief or other consideration beyond that recited in this Resolution Agreement, and that her acceptance of this shall be final and conclusive.

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3. The Employee shall bear her own costs including attorney's fees relating to this matter.

ACCORDINGLY, THE AGENCY AGREES TO:

- 1.
- 2.
- 3.

THE EMPLOYEE AGREES TO:

- 1.
- 2.
- 3.

BOTH PARTIES FURTHER AGREE:

1. That this Resolution Agreement shall not constitute or be construed as an admission of liability or wrongdoing by the Agency, but is for the purpose of resolving disputed claims. Upon compliance and or payment of the items and or amounts set forth in this Resolution Agreement, the Employee waives and releases the Agency in full from any claims or causes of action for back pay, damages, interest or attorney's fees, which she raised or could have raised through the date of this Resolution Agreement.
2. That the parties warrant that they have not assigned or transferred any of the claims released herein to other persons, parties or entities.
3. That should the Agency fail to honor its obligations as set forth in this Resolution Agreement then 29 CFR 1614.504 shall govern. If the Employee believes that the Agency has failed to comply with the terms of a settlement agreement or final decision, the Employee shall notify the Director, Office of Civil Rights, Office of the Secretary, U.S. Department of the Interior, in writing, of the alleged noncompliance within 30 days of when the Employee knew or should have known of the alleged noncompliance. The Employee may request that the terms of the settlement agreement be specifically implemented or, alternatively, that the pre-complaint be reinstated for further processing from the point processing ceased.

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4. If the determination is made that a breach has occurred and the pre-complaint is reinstated for processing, the Employee agrees and understands that she will be required to return all payments or benefits conferred pursuant to the terms of this Resolution Agreement.

5. Furthermore, the Employee expressly understands that she has an unequivocal right to consult an attorney prior to executing this Agreement, and enters in this Agreement with the full understanding of its terms and conditions.

6. This Agreement shall become effective after seven calendar days following its execution by the Employee.

7. This Agreement contains the complete understanding between the parties, and there are no other terms except those specified herein. The parties understand these terms and have agreed to them freely and voluntarily and had had the opportunity to consult with counsel.

Facsimile copies of the signature sheet shall constitute the original signatures.

Disputant

Date

Bureau Representative

Date

**SAMPLE INFORMAL AGE DISCRIMINATION
RESOLUTION AGREEMENT**

UNITED STATES DEPARTMENT OF THE INTERIOR

RESOLUTION AGREEMENT

In accordance with the terms set forth herein below, the parties hereby agree to resolve the pre-complaint of discrimination that was initiated by,

By executing this Resolution Agreement the parties hereby agree to resolve all of the employment-related issues including, but not limited to, the issues raised by _____ (hereinafter, the Employee) in the above-captioned matter, including all claims of monetary reimbursement, and any other claims for relief, whether referenced herein or not, whether known or unknown and all other personnel claims, which have been filed or could have been filed by him/her against the U.S. Department of the Interior or any of its Bureaus and Offices (hereinafter, the Agency) through the date of execution of this Resolution Agreement.

The claims in the pre-complaint resolved by this Resolution Agreement are as follows:

The parties mutually agree to the following terms and further agree that these terms shall fully and forever resolve the Employee's allegations of discrimination against the Agency, and that except as specified herein, no other promises, conditions or obligations are made by or imposed on the parties:

1. By executing this Resolution Agreement, the Employee withdraws and dismisses, with prejudice, her pre-complaint of discrimination identified above, and any other allegation, complaint, grievance or other action she has filed or could have filed, except for her worker's compensation claim. The Employee further agrees not to institute, file or otherwise initiate or cause to be instituted, filed or initiated on her behalf, any complaint or other action, including civil court litigation, against the Agency, its bureaus, offices, agents or employees which has or could have been filed by her through the date of execution of this Resolution Agreement.
2. The Employee understands and agrees that she will receive no relief or other consideration beyond that recited in this Resolution Agreement, and that her acceptance of this shall be final and conclusive.

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3. The Employee shall bear her own costs including attorney's fees relating to this matter.

ACCORDINGLY, THE AGENCY AGREES TO:

- 1.
- 2.
- 3.

THE EMPLOYEE AGREES TO:

- 1.
- 2.
- 3.

BOTH PARTIES FURTHER AGREE:

1. That this Resolution Agreement shall not constitute or be construed as an admission of liability or wrongdoing by the Agency, but is for the purpose of resolving disputed claims. Upon compliance and or payment of the items and or amounts set forth in this Resolution Agreement, the Employee waives and releases the Agency in full from any claims or causes of action for back pay, damages, interest or attorney's fees, which she raised or could have raised through the date of this Resolution Agreement.
2. That the parties warrant that they have not assigned or transferred any of the claims released herein to other persons, parties or entities.
3. That should the Agency fail to honor its obligations as set forth in this Resolution Agreement then 29 CFR 1614.504 shall govern. If the Employee believes that the Agency has failed to comply with the terms of a settlement agreement or final decision, the Employee shall notify the Director, Office of Civil Rights, Office of the Secretary, U.S. Department of the Interior, in writing, of the alleged noncompliance within 30 days of when the Employee knew or should have known of the alleged noncompliance. The Employee may request that the terms of the settlement agreement be specifically implemented or, alternatively, that the pre-complaint be reinstated for further processing from the point processing ceased.

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4. If the determination is made that a breach has occurred and the pre-complaint is reinstated for processing, the Employee agrees and understands that she will be required to return all payments or benefits conferred pursuant to the terms of this Resolution Agreement.
5. Furthermore, the Employee expressly understands that she has an unequivocal right to consult an attorney prior to executing this Agreement, and enters in this Agreement with the full understanding of its terms and conditions.
6. This Agreement shall become effective after seven calendar days following its execution by the Employee.
8. This Agreement contains the complete understanding between the parties, and there are no other terms except those specified herein. The parties understand these terms and have agreed to them freely and voluntarily and had had the opportunity to consult with counsel.

[For Potential or Existing Age Discrimination Complaints]

8. Complainant/appellant knowingly and voluntarily waives his/her rights under the Age Discrimination in Employment Act (ADEA) that she/he has asserted or could have asserted up to and including the effective date of this Agreement
9. By signing this Agreement Complainant/appellant acknowledges that she/he has been advised of his/her right to consult with counsel of her choice concerning the terms of this Agreement prior to the execution of the agreement. Complainant/appellant acknowledges she/he has either done so or has freely chosen not to so consult.
10. Complainant/appellant enters into this Agreement with full understanding of its terms and conditions.
11. Complainant/Appellant and the Agency acknowledge that binding legal consideration exists for this agreement in return for waiver of any and all ADEA rights and claims she/he has asserted or could have asserted prior to the effective date of this Agreement.
12. Complainant/appellant acknowledges that she/he has been given 21 days from the receipt of this Agreement to consider its terms. Should she/he sign this Agreement before the 21-day time period has expired, she/he acknowledges that her decision to accept such a shortening of this period is knowing and voluntary, and presumptively reasonable, and was not induced through fraud, misrepresentation, coercion, duress or threat to withdraw or alter the terms of the Agreement.
13. By signing this Agreement, Complainant/appellant understands that she/he is not waiving any future rights or claims under the Age Discrimination in Employment

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Act, as amended, *29 U.S.C. § 621 et seq.*, for actions arising after this Agreement becomes effective.

- 14. Complainant/appellant has seven (7) calendar days following his/her execution of this Agreement to revoke the Agreement. Accordingly, this Agreement shall become effective when signed and dated by all of the individuals identified on the signature page, below, and after seven (7) calendar days following its execution by Complainant/appellant. Complainant's/appellant's revocation of this Agreement, if any, must be in writing and delivered to the Agency Representative at his/her address of record.

Facsimile copies of the signature sheet shall constitute the original signatures.

Disputant

Date

Bureau Representative

Date

**Blanket Purchase Agreement Standard Operating Procedure for Acquiring
Private Sector CORE PLUS services**

A. Determine Service Needed.

Does requesting office require mediation, facilitation, coaching, organizational development, strategic planning, change management, training, ombuds, administrative support, technical support, or other services?

B. Make initial determination whether payment for service would exceed FAR micro purchase threshold (\$3,000).

1. Determination should be made after discussing matter with:

a. Individual(s) familiar with issue involved, and
COTR.

2. Requesting office should get general idea as to how many hours process (including convening) will take. (As a rule of thumb, most mediations can be handled in 8 hours or less).

C. Procedure for Micro Purchases: If this is a micro purchase, requesting office may work directly with a BPA vendor on a non-competitive engagement. (Requesting Office may also choose to compete the opportunity if it so chooses. For competitive procedures see Paragraph D below). Micro purchase may be paid for by requesting office's credit card. (Note: The government credit card cannot be used for engagements that require travel).

1. In working directly with a vendor, requesting office must get a verbal or written proposal (e mail is sufficient) for the service from the vendor.

2. If requesting office accepts the proposal, it must issue an acceptance in writing (e-mail is sufficient) to the vendor. The acceptance should contain:

- a. Brief statement of the services purchased.
- b. The time and location where the services will be rendered (i.e., where and when is the mediation taking place?).
- c. The name of the individual performing the service
- e. The intended Result of Process
- f. The price of the job.
- g. How to invoice the requesting office after services have been performed to the satisfaction of the requesting office.

D. If requesting office estimates services would exceed \$3,000, it is not a micro purchase, and must go through an abbreviated competitive process unless it falls within the sole source exception of Paragraph E, below.

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1. Requesting office must go through a contracting officer to use the abbreviated competitive process. Bureaus must use their own contracting officers for this purpose. Requesting office must:

2. Draft Brief Statement of Work (SOW) containing:

- a. Summary of Task
- b. Individuals involved (no need for names of individuals)
- c. Time frame when work would take place
- d. Location of where work would take place
- e. Intended Result of Process
- f. Deadline for proposal (Can be short)
- g. Requested format (Length, method, etc.) of proposal
- h. Invoicing information
- i. Request for a Proposal from Vendor that should contain:

Summary of Task
Work Plan
Labor Categories Involved in work
Other expenses involved in performing work
A firm fixed price (or hourly rates) for performing work.

3. Contracting Officer will send SOW to BPA vendors.

4. Office requesting service must determine selection criteria for evaluating proposals:

- a. Best Price: Award to vendor submitting lowest price.
- b. Best Value: Award to vendor offering best value to government, with price and technical ability given consideration in evaluation. Lowest price does not necessarily win the Task Order.

5. After determining which proposal to accept, requesting office informs Contracting Officer, and Contracting Officer issues Purchase Order for services (including invoice information).

6. If proposal is accepted, COTR and/or requesting office shall work with vendor to make arrangements for process to take place. This may include:

- a. Scheduling meetings/sessions
- b. Reserving space for sessions/meetings
- c. Other responsibilities included in BPA

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7. During process requesting office/COTR must monitor vendor performance to ensure they are complying with BPA.

8. Upon completion of process, providing terms and conditions of BPA have been satisfied, requesting office must pay vendor invoice.

E. **Sole Sourcing non micro-purchases**. If the engagement meets the Sole Sourcing requirements of FAR 6.302-1, the contracting opportunity may be sole sourced. Requesting office must work through its contracting office to determine if the engagement meets these criteria. Purchase orders would still be issued by contracting officers for requesting office.

DOI CORE PLUS ROSTER of IN-HOUSE NEUTRALS

See CORE PLUS at <https://portal.doi.net/cadr> for current roster with contact information for roster members.

Background:

The U.S. Department of the Interior (DOI) is committed to implementing the CORE PLUS program, a comprehensive integrated conflict management system available for use by all DOI employees and managers in every bureau and office. CORE PLUS ensures easy access to multiple options for addressing any type of workplace concern or disagreement at the earliest opportunity.

As part of the implementation of CORE PLUS, DOI will maintain a roster of qualified in-house conflict management and dispute resolution (ADR) practitioners certified to provide conflict management and ADR assistance to DOI employees and managers upon request. Individuals selected to serve on the DOI roster will be certified to provide mediation, and/or facilitation or other ADR assistance to help employees and offices constructively manage and resolve workplace problems or conflicts. The DOI roster will include diverse employees from all bureaus and offices. Roster members will provide appropriate ADR assistance within their own bureaus and for other DOI offices and bureaus in order to ensure access to timely, competent, cost effective, impartial and confidential conflict resolution services throughout DOI. External ADR services will also be available on request.

The Office of Collaborative Action and Dispute Resolution (CADR) will coordinate and manage the roster for the benefit of all DOI bureaus and offices. CADR will provide training, guidance and assistance to roster members, and will also track, evaluate and report on the use of the roster and the results of the CORE PLUS program. DOI's roster will include one fully trained roster member for each 1,500 DOI employees.

The CORE PLUS program will support the goals of:

1. Creating a work environment with open communication, access to information and effective problem-solving.
2. Resolving workplace issues and concerns informally, at the earliest opportunity and the lowest possible level.
3. Building the capacity for employees and managers to share responsibility for constructively managing conflict in the workplace.
4. Encouraging cooperative, creative approaches to resolving misunderstandings and problems, and consideration of options available for resolving issues or concerns.
5. Improving current systems and procedures for addressing conflict and reducing the use of adjudication and litigation avenues of redress.

6. Minimizing the time, cost, disruption, reduced productivity, low morale and contentiousness often associated with unresolved workplace conflicts and disputes.

What will be expected of roster members?

Employees selected for the DOI roster will be trained to serve as impartial conflict coaches, mediators and/or facilitators for DOI's bureaus and offices under the CORE PLUS program. Roster members will be required to maintain the highest ethical standards for mediators and facilitators and comply with all relevant laws, regulations and DOI policies. Roster members must commit to serve on a collateral duty, part-time or full time basis for at least 24 months. Collateral duty roster members must have supervisory approval to devote up to 20% of their time to this work. Roster members must agree to accurately report information needed for tracking and evaluating the use of ADR processes.

Those selected for the roster must participate in all requisite training and developmental experiences and must follow the Department's CORE PLUS policies and operating procedures. DOI roster members may also be asked to provide mediation or facilitation services for other federal agencies who participate in the federal shared neutrals programs, since DOI also obtains services from other federal agencies under these programs.

Who should apply for the roster?

All DOI permanent employees who have been or are currently certified to provide mediation, facilitation or other conflict management assistance in their bureaus or offices, under the earlier CORE program, the EEO PLUS program or a shared neutrals or community based mediation program or any other ADR program. If you have training and experience that you believe will satisfy the requirements for CORE PLUS certification, please apply, even if you are not already recognized as an in-house neutral.

Any permanent DOI employee, who possesses the general qualities identified below, can demonstrate a serious interest, and has the approval of their immediate supervisor to participate in all required training and developmental experiences and to commit at least 20% of their time to this work for a minimum of 24 months, may apply.

What are the most important qualities, skills and abilities exhibited by ADR professionals such as mediators and facilitators?

Ideally, roster applicants should possess:

1. Excellent communication skills
2. Excellent listening skills
3. Ability to remain impartial
4. Trustworthiness
5. Honesty

ATTACHMENT K

6. Ability to maintain confidentiality
7. Patience
8. Non-judgmental attitude
9. Professional demeanor
10. Ability to deal with difficult people
11. Ability to remain calm in stressful situations
12. Problem-solving skills
13. Creativity
14. Flexibility
15. Ability to accept feedback and make adjustments

A certified roster member must demonstrate the following Knowledge, Skills and Abilities:

1. General understanding of the principles of effective conflict management.
2. General knowledge of the Department's policies and procedures under the CORE PLUS program.
3. Knowledge of human resources goals, functions and regulations.
4. Knowledge of diversity and equal opportunity goals, functions and regulations.
5. Knowledge of redress forums available to employees and managers, such as OHA, OSC, OIG, OPM, MSPB and EEOC.
6. Knowledge of the Employee Assistance Program.
7. General understanding of the DOI organization and culture.
8. Excellent communication skills.
9. Effective interpersonal skills.
10. Ability to coach, mediate and facilitate others in resolving conflict in the workplace.
11. Ability to remain impartial.
12. Ability to maintain confidentiality.
13. Ability to manage the conflict resolution process so the parties take responsibility for achieving their own solutions.

The roster application process:

When the need exists for additional roster members and applications are solicited to meet that need, interested employees will be asked to submit an application package including:

- a completed and signed CORE PLUS roster application form
- a signed supervisory approval form, and
- two completed recommendation forms

Method of Evaluation for Selection:

Applicants will be evaluated based on their level of interest, relevant education, skills training and past and current level of experience with ADR processes and conflict management principles and practices; as well as supervisory approval and organizational and geographic location.

The Roster Certification Process:

For new members, the CORE PLUS roster certification process requires a minimum of 56 hours of classroom education and training, and 3 co-mediations, or group facilitations or conflict coaching sessions with successful evaluations.

Training requirements:

- I. Introduction to the DOI CORE PLUS program (24 hours).

Conflict Management Overview; Review of redress venues and options
Communication Skills and Conflict Resolution principles and processes
- II. Basic Mediation Skills (32 hours) for certification as a mediator.
- III. Basic Group Facilitation Skills (32 hours) for certification as a facilitator.
- IV. Conflict Coaching (32 hours) for certification as a conflict coach.

Requisite experience:

3 co-mediations or group facilitations or conflict coaching sessions totaling at least 12 hours of work.

Evaluation of performance/skills by an experienced mediator/facilitator/conflict coach.

Other Information:

Selectees will be required to attend appropriate training as necessary, including ADR skills training and education about the operation of the CORE PLUS program, the EEO complaint process and administrative grievance procedures. The Office of Collaborative Action and Dispute Resolution will ensure that the basic requisite training for roster members is made available but will not pay travel costs. The bureaus and offices requesting ADR services will pay for travel costs and other related expenses related.

How To Apply:

All new applicants must complete and submit the Roster Application Form, Supervisory Approval Form, and Recommendation Form (attached). Current and former in-house neutrals may submit the short form application (attached).

Applications should be submitted to your Bureau Dispute Resolution Specialist.

All applicants will be considered without discrimination on the basis of any non-merit reason such as race, color, religion, gender, national origin, political affiliation, sexual orientation, marital status, disability, age or membership or non-membership in an employee organization.

DOI ROSTER APPLICATION FORM

Name:

Bureau or Office:

Position - title, grade, series:

Duty Station/Location/Phone no.:

Email (provide fax # if without email):

Supervisor's Name/Title/Location/Phone no.:

Supervisor email (or fax # if without email):

Indicate date of any certification/s received:

Maximum % of time allowed by supervisor to work on CORE PLUS matters:

History of Training and Experience since 2001:

(Attach another sheet if you need more space to provide the information requested.)

1. Training taken (names of courses, trainers, course hours, course dates):

2. Mediation/Facilitation work (number of cases, type of ADR process, dates):

3. Training given to others, if any (type, date, location):

Please have your supervisor approve and sign this application form.

Supervisor's signature: _____ Date: _____

CORE PLUS PROGRAM CONTACT SHEET

This form is kept current by the Bureau Dispute Resolution Specialist and provided to all CORE PLUS Coordinators and CORE PLUS Neutrals. The following staff are available to the CORE PLUS program for consultation, information and technical assistance.

Functional Area/Issues/Support:	Name	Phone No.
Bureau Dispute Resolution Specialist CORE PLUS Coordinator/s		
Human Resources: Employee Relations Specialist Labor Relations Specialist Staffing and Classification		
Office of Civil Rights: EEO Complaint Process Sexual Harassment		
Office of Inspector General: Prohibited Personnel Practices Whistleblowing		
Solicitor's office: SOL Senior Counsel for CADR/ Confidentiality	Shayla Simmons	202-208-7950
SOL/Employment division/ Settlement Authority Issues	Deborah Charette	202-208-6848
FOIA Questions	Shayla Simmons	202-208-7950
Ethics	Cindy Cafaro	202-208-5216
	Melinda Loftin	202-208-7960
Neutral Services: Employee Assistance Program (EAP) FMCS BPA Vendors		
CORE PLUS Policies and Procedures/ Roster and BPAs	Elena Gonzalez	202-254-5509
	David Emmerson	202-254-5528
	Susan Goodwin	202-254-5527
	Matt Costello	202-254-5507
	Saman Hussain	202-254-5508
	Shayla Simmons	202-208-7950

ATTACHMENT M

**Participant Evaluation Form
Mediation Services through CORE PLUS**

Please share your thoughts with us about the mediation service you received. A goal of the CORE PLUS program is continuous improvement through the use of post-service evaluation. Your answers will be kept confidential and will only be used in the aggregate for statistical purposes.

Please provide the name(s) of the mediator/s:

Please tell us about your role. I am . . .

- A non-supervisory employee
- A first-line supervisor
- A senior manager
- A job applicant

Please check all of the categories below that tell us about the type of issue/s you were mediating:

- General workplace or employment concerns (not raised in any complaint process)
- EEO complaint process (either informal or formal)
- Grievance complaint process (either informal or formal)

Questions about the Mediator’s role:

1. How satisfied or dissatisfied were you with the mediator/s explanation of the mediation process?

- Completely satisfied Somewhat satisfied Neither satisfied nor dissatisfied
- Somewhat dissatisfied Completely dissatisfied

If you were satisfied or dissatisfied with the mediator/s explanation of the process, please briefly explain why.

2. How satisfied or dissatisfied were you with the mediator/s conduct of the mediation process?

- Completely satisfied Somewhat satisfied Neither satisfied nor dissatisfied
- Somewhat dissatisfied Completely dissatisfied

Please briefly explain.

3. To what extent did you feel the mediator was fair and impartial throughout the process?

- Completely Fair and Impartial
- Mostly Fair and Impartial
- Somewhat Fair and Impartial
- Slightly Fair and Impartial

_____ Not at all Fair and Impartial

ATTACHMENT M

If you believe the mediator was not impartial during your process, please briefly explain why.

Questions about the mediation process:

4. To what extent did you feel your concerns were respectfully heard during the mediation process?

_____ Completely _____ To a great extent _____ To some extent _____ To a slight extent
_____ Not at all

Please explain.

5. To what extent were your key interests identified and clarified during the mediation process?

_____ Completely _____ To a great extent _____ To some extent _____ To a slight extent
_____ Not at all

If you believe your key interests were or were not identified during the mediation process, please briefly explain why.

6. Was any agreement reached as a result of the mediation process? _____ Yes _____ No

7. Was the agreement: _____ a partial resolution of the issues/concerns; or _____ a full resolution of the issues/concerns? If partial, please explain.

8. If a resolution or agreement was reached, please tell us to what degree you are satisfied with the resolution or agreement:

_____ Completely satisfied _____ Somewhat satisfied _____ Neither satisfied nor dissatisfied
_____ Somewhat dissatisfied _____ Completely dissatisfied

If a resolution or agreement was reached, please briefly explain why you were satisfied or dissatisfied with the terms of the agreement.

Questions about overall satisfaction:

9. To what extent do you think your ability to communicate with the other party/s to the mediation was improved during the mediation process or will improve as a result of the mediation process?

_____ Completely _____ To a great extent _____ To some extent _____ To a slight extent
_____ Not at all

Please briefly explain why.

10. How satisfied were you with the location or setting for the mediation?

_____ Completely satisfied _____ Somewhat satisfied _____ Neither satisfied nor dissatisfied

_____ Somewhat dissatisfied _____ Completely dissatisfied

ATTACHMENT M

Please briefly explain why.

11. Was the room used for the mediation comfortable and conducive for the mediation process? _____ Yes _____ No

12. How likely are you to encourage a colleague to use a CORE PLUS mediation process to resolve a workplace concern?

_____ Completely likely _____ Somewhat likely _____ Neither likely nor unlikely
_____ Somewhat unlikely _____ Completely unlikely

Please briefly explain why.

Optional:

If you would like to tell us anything else about your mediation process, please share your thoughts here:

May we contact you to better understand your mediation experience? _____ Yes _____ No
If yes, please give us your name and phone number: _____.

Thank you for taking the time to complete this evaluation form. If you would like to call someone about your experience, you may call the Office of Collaborative Action and Dispute Resolution at 202-254-5507 or you may also call your Bureau Dispute Resolution Specialist from the list below:

<u>Name:</u>	<u>Title:</u>	<u>Phone:</u>	<u>Fax:</u>
<u>E-Mail Address:</u>			
T. Britt Price Britt_Price@oha.doi.gov	OHA	(703) 235-3810	(703) 235-3750
John Strylowski John_Strylowski@ios.doi.gov	Exec. Sec.	(202) 208-3071	(202) 219-2100
Michelle Singer Michelle_F_Singer@ios.doi.gov	BIA/BIE	(505) 563-5415	(505) 563-3811
Matt Magee (Acting) matt_magee@blm.gov	BLM	(202) 254-3325	(202) 418-3012
James Hess JHess@usbr.gov	BOR	(202) 513-0543	(202) 513-0319
Ben Livingston Ben_Livingston@fws.gov	FWS	(703) 358-1935	(703) 358-2349
Janine Tobias Janine.Tobias@mms.gov	BOEMRE	(202) 208-4657	
Ruth Stokes Rstokes@osmre.gov	OSM	(202) 208-2611	(202) 219-3101
Cheryl Caldwell ccaldwell@usgs.gov	USGS	(703) 648-7469	(703) 648-4132
Jerry Simpson jerry_simpson@nps.gov	NPS	(202) 208-5587	

Mediator Screening and Evaluation Form

Mentor/Observer: _____ **Date:** _____ **Mediator:** _____

Mediator's Opening Remarks			
Neutral-Impartial			
Confidential - Mediator			
Fraud, Waste, Abuse, TPH...			
I will not willingly testify +/-...			
Neither person waives any rights...			
Individual comments			
Joint discussion w/ questions			
Caucus with each participant (CO)			
Reconvene			
Agreements (facilitative approach)			
Consent to Mediate Form (all sign)			
Evaluation (to get good rating)			
Commend Participants			
Opening Comment by Participants			
Controlled interruptions			
Issues List as joint summary			
Joint Discussion			
Explore Issues - All points of view			
Frame discussion for parties			
Ask open-ended questions			
Discover more issues - both parties			
Summarize joint discussion			
Caucus			
Escort from room/take notes			
Explain confidential opportunity			
Allow participant to provide info			
Explore issues and options			
Focus toward future			
Move from positions to interests			
Is subject matter expert needed			
Use reality checks effectively			
Establish that participant will present			
Summarize caucus			
Ask if anything kept confidential			
Reconvene			
Commend			
Guide discussion of options			

Resolution and Closure			
Address both participants' needs			
Who-What-Where-When-How			
Communication Skills			
Neutral			
Body Language			
Active Listening			
Paraphrasing			
Reframing/Lift the language			
Validating/reflect feeling			
Effective silence			
Facilitative Approach			
Balance Conversation Two Parties			
Ethical Behavior			
Mastery of Mediation Process			

**CORE PLUS
MEDIATOR in TRAINING
EVALUATION FORM**

This form is to be completed by an experienced mediator at the end of a mediated session where he/she has co-mediated with the CORE PLUS Mediator trainee or observed the mediator trainee. The experienced mediator should share the results of the evaluation with the CORE PLUS mediator trainee after the session. The experienced mediator will then forward the evaluation to the Bureau Dispute Resolution Specialist or CORE PLUS coordinator.

- Name of experienced mediator and his/her affiliation or agency:

- Name of CORE PLUS mediator trainee: _____

- CORE PLUS mediator trainee region or office: _____

- Case type and number of parties in the mediation (e.g., employee/employee;
employee/supervisor) (EEO or AGP or general employment concern):

- Date of session: _____ Length of Mediation (in hours): _____

- Outcome: Agreement in principle reached: _____ Agreement not reached: _____

- Overall evaluation of the CORE PLUS mediator trainee:

- _____ Comments or
suggestions regarding CORE PLUS mediator trainee's role in the following:

Introduction: _____

Listening (Including reflexive listening):

Body Language/Demeanor: _____

ATTACHMENT N

Impartiality/Neutrality: _____

Confidentiality: _____

Use of Open Ended Questions: _____

Assisting Parties in creating options: _____

Reality Testing: _____

Helping parties to reach closure/agreement: _____

Ability to allow parties to own process (encouraging self determination):

Any other observations or comments: _____

- In your opinion and based on your experience, did the CORE PLUS mediator(s) trainee(s) successfully complete this mediation? Why or why not:

- What Areas does s/he/they need to focus on: _____

ATTACHMENT N

Mediator Trainee Signature:

Date

Experienced Mediator's Signature

Date

ATTACHMENT O

CORE PLUS Tracking System – Data to be Collected on ADR Tracker

Case Identification No.:

Contact's Name:

Contact's Email:

Contact's Phone No.:

Contact category:

- Employee
- 1st line supervisor
- Senior manager
- HR staff
- EEO staff
- Attorney for employee
- Attorney for management
- Union representative

Date of initial contact:

Contact received by:

Initial Assistance:

- Information provided
- Confidential consultation/discussion
- Referral
- Initiate convening

Case type:

- EEO informal
- EEO formal
- Administrative Grievance informal
- Administrative Grievance formal
- Individual concerns
- Group concerns
- Union grievance

Time spent on intake/preliminary assistance:

Date Neutral Requested:

Date Neutral Assigned:

ATTACHMENT O

Hourly rate for Neutral:

Grade level/salary

Hourly rate to be paid

Travel cost:

fare or mileage cost and per diem

Source of Neutral:

DOI roster

Federal Shared Neutrals in DC

FMCS

BPA-SRA

BPA-Centre

FCG

Other

Service/s Provided:

Coaching

Mediation

Climate/Situation Assessment

Group Facilitation

Training

Team-building

Other

Total time spent by Neutral (hours) :

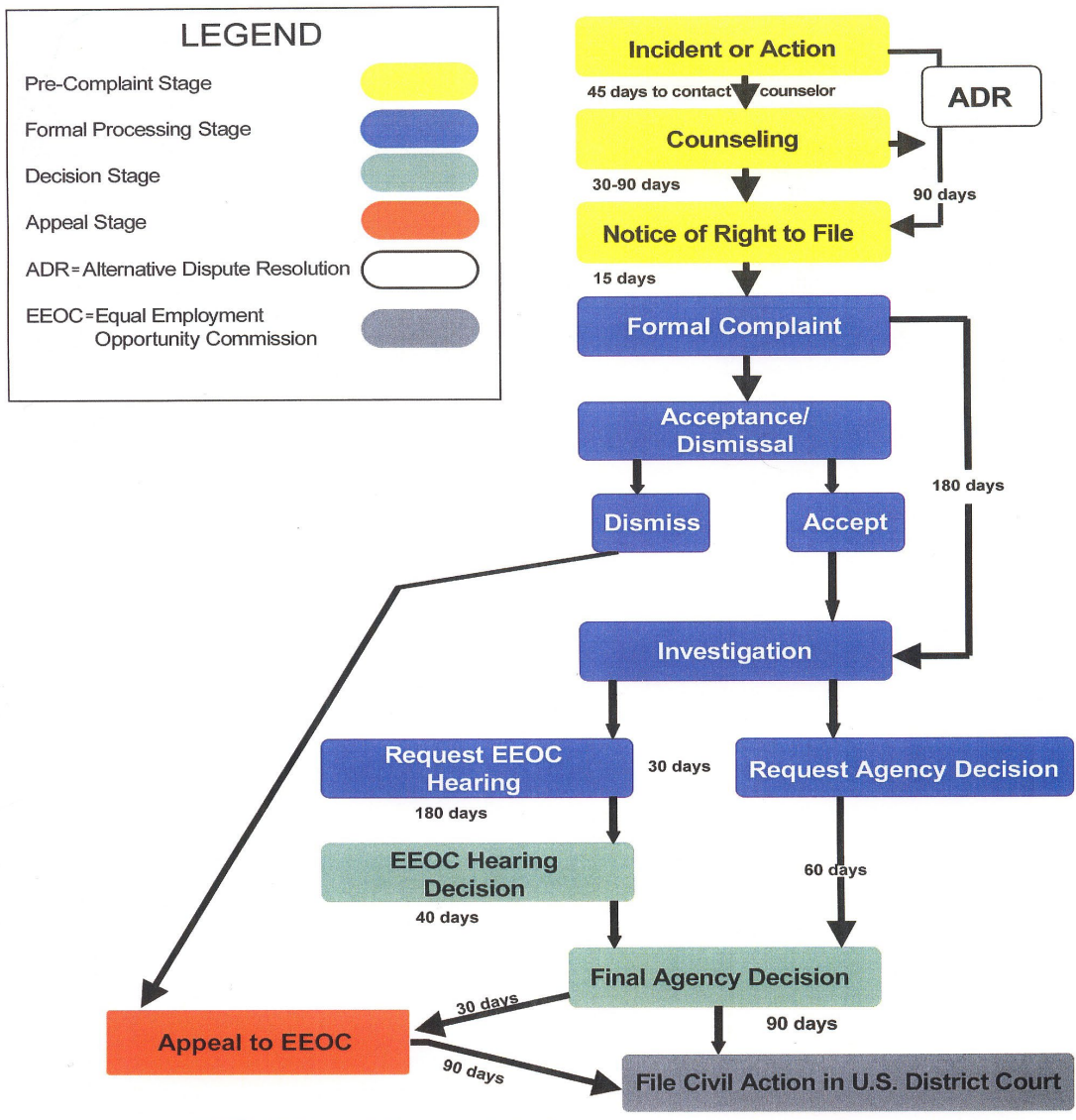
Resolution:

Yes – full

Yes – partial

No

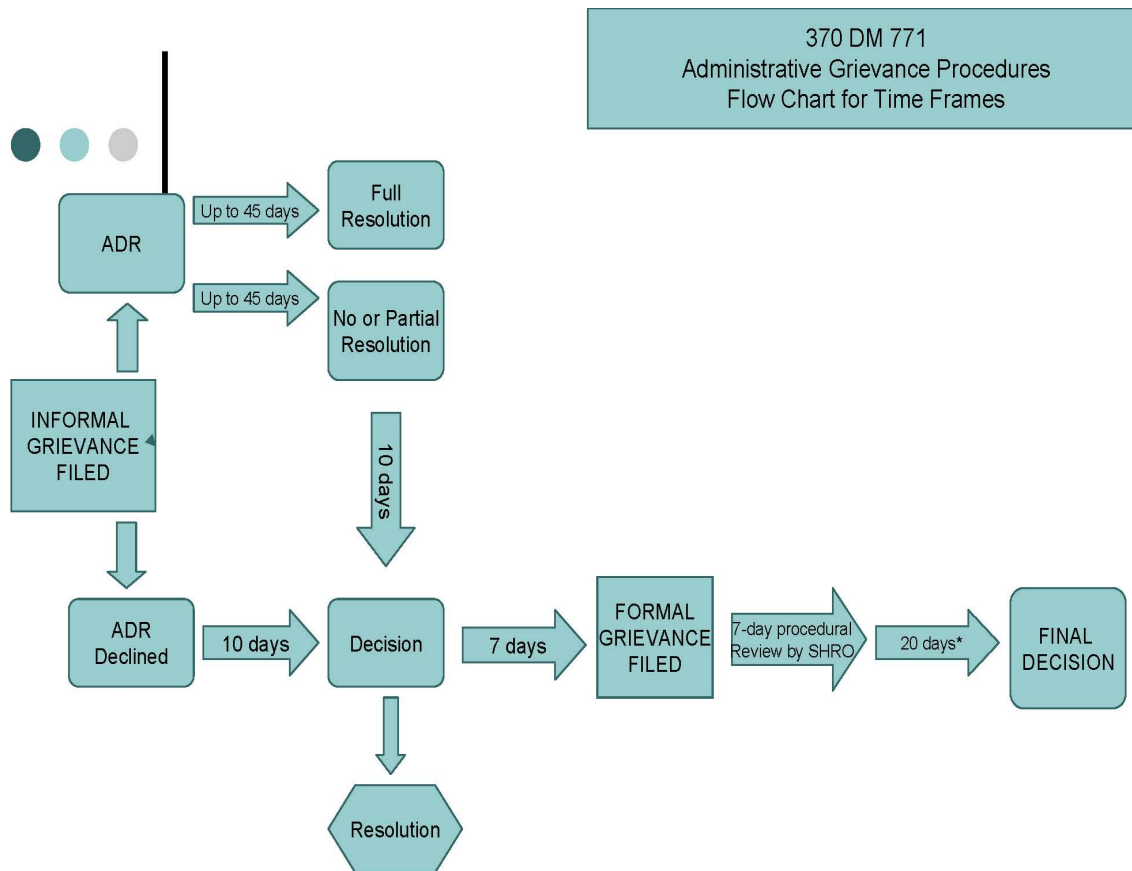
U.S. Department of the Interior OS/OCR
 Federal EEO Discrimination Complaint Process
 29 C.F.R. PART 1614



NOTE: ADR is available at any stage of the process.
 A complaint can be withdrawn at any stage of the process.

If you have any questions or need specific information regarding the process, please contact the Employment Complaints and Adjudication Division 202-208-4015.

ATTACHMENT P



ADR may be offered during the formal stage **at management's discretion, in which case the deadline for issuing the final grievance decision may be extended up to 45 days.*

BASIC CORE PLUS Process Options

Mediation: A confidential process in which an impartial practitioner (mediator) who has no decision-making authority assists parties in a dispute to reach a mutually acceptable resolution of the issues.

Facilitation: A process where an impartial practitioner (facilitator) assists to improve the flow of information between parties or helps a group move through a problem-solving process to reach group decisions, achieve stated goals, or to resolve or improve a situation. A facilitator generally becomes less involved in the substantive issues than a mediator.

Conflict Coaching: A one on one voluntary and confidential process that combines ADR and coaching principles. An individualized method for helping one person develop skills and strategies to constructively manage interpersonal conflicts.

Climate Assessment: The engagement of an impartial practitioner to conduct confidential interviews, written surveys or focus groups to assist management and group members gain a clearer understanding of a situation, identify areas where things are working well, areas where improvements are possible, and determine any steps or processes that could help resolve or improve the situation.

Consultation: This is an informal one on one meeting or discussion with an impartial neutral third party to allow a venue for deliberation, discussion or decision by an employee or manager considering their options.

Cooperative Problem-Solving: This is an informal technique that does not require the assistance of an impartial neutral practitioner, in which the parties recognize that a problem or dispute exists and agree to work together to resolve the conflict or dispute through collaboration rather than competition in order to avoid the negative impacts that could otherwise occur. If cooperative problem-solving proves too difficult or does not resolve all of the issues, the parties may seek impartial third party assistance.

Conciliation: This process involves an impartial third party who assists the parties to address tensions or hurt feelings, resolve issues of concern and improve communication, clarify misunderstandings and build a more positive working relationship.

Facilitated conversation: This process involves an impartial third party to assist in a difficult conversation to surface tensions or issues of concern, clarify misunderstandings, and improve communication and working relationships. It is less formal than a mediation process.

Additional conflict management tools:

ATTACHMENT Q

Alternative Discipline - currently ad hoc and rare, but CADR plans to develop with HR for all bureaus.

Training and Team-building – modules exist on conflict management skills, difficult conversations, communication skills, cultural competency, introduction to interest based negotiations, basic and advanced mediation skills and basic facilitation skills and additional training can be identified or designed based on specific needs.

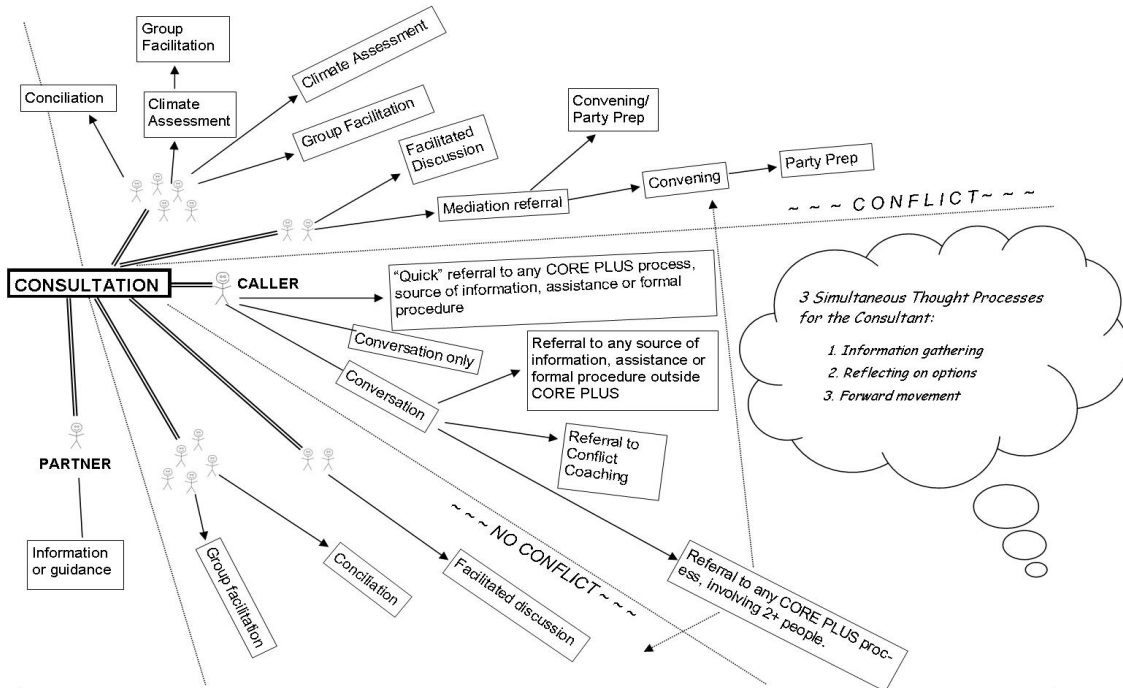
Ombuds role – currently in BLM only or through BPA vendors as a contractor, but CADR exploring design of ombuds component for CORE PLUS.

Organizational development assistance – currently in USGS and NPS only, and available through BPA vendors for other bureaus and offices.

Peer review – plan to design peer review program for DOI in FY 2011.

Early Neutral Evaluation – available on request through BPA vendors or CADR office.

CORE PLUS CONSULTING QUICK REFERENCE FLOW CHART



This chart is for general reference. Processes may occur in a different order or there may be hybrids. However, be sure in your conversations with callers that you are clear about roles & processes. You can refer the caller to the CADR office at any time in the process.

CORE PLUS Consultation Checklist

Conversation-Openers Checklist

- ✓ Acknowledge caller and validate their contact with you.
- ✓ Insure that caller is someplace where he or she can talk freely.
- ✓ Describe the CORE PLUS consultation role.
- ✓ Explain confidentiality.
- ✓ Clarify where the caller works and ask if the caller is in a bargaining unit. (If the caller elects to pursue a CORE PLUS process, you will need to ascertain whether the union has an MOU or will allow participation in CORE PLUS).

Conversation Next-Steps

- ✓ Find out what the issue is that has brought the caller to contact CORE PLUS.
- ✓ **Find out who else the person has talked to, what, if anything, that person is already doing and what led the caller to contact someone now.**

Throughout the Conversation, Reflect

- Am I uncomfortable?
- Does my engaging in this conversation raise an ethics or confidentiality concern?
- Is the situation more complex than usual?
- Does the situation involve senior officials?
- Will engaging in this conversation or taking next steps be too time-consuming for me?

If the answer to any of these questions is yes, you can consult with your BDRS and/or the CADR office or Senior Counsel to CADR to discuss, or consider handing off to the CADR office or Senior Counsel to CADR.

Sample Information-Gathering Questions

- **When did this problem begin? How long has it been going on? Is it a change from before? What can you tell me about the history of this issue?**
- What's most important to you? How are you feeling?
- What steps have you taken to address the situation? What's working? What's not working? What do you think would help you most in this situation?
- What do you think are the causes of the problem? How widespread is the problem? What have you seen or heard to lead you to think this? Can you give me a specific example?
- Who else is involved in this situation? Have you talked to that person/s?
- What would you like to see changed? What's your goal?
- What's getting in the way of fixing this?
- Other relevant questions.

Information-Gathering Considerations

- What CORE PLUS processes might be most useful for this situation?
- What other sources of information or formal procedures might be useful?
- Who needs to be involved? Who is already engaged?
- Who else do I need to contact? What is the purpose of that contact?
- What actions can I take? (Get permission from the caller.)
- What might the caller be able to do on his/her own? (Ask if would be willing to.)
- Who is impacted? Who are the stakeholders?
- Who is the primary decision-maker? Who represents management? Who has the power to block the process?
- Are there costs involved? What other resources are available or needed? Who do I talk to about the costs? Or contracting?
- What disability or other accommodations need to be in place?

ATTACHMENT S

- Does the caller have the information they need to make a free informed choice about how they want to proceed?
- Does the caller understand the next steps after this call?

Resources Outside of CORE PLUS

If the caller raises any of the following issues, you should let them know of relevant resources, information, and assistance available to them. If you don't have contact information for these resources, get in touch with your BDRS. Some of these resources concern their rights and responsibilities.

Discrimination based on an EEO-protected category	EEO
Sexual harassment or hostile work environment	EEO
Allegations of waste, fraud or abuse	IG
Health & Safety concerns	HR
Whistleblower	OSC
Violence or threats of violence	HR/MGT
Emotional/mental health/family concerns	EAP

CORE PLUS Elevator Speech

You can do your job better when you manage and resolve conflict. CORE PLUS is a network of people who can help you do that. We are impartial and confidential. We train, we coach, we mediate, we facilitate. We give you a safe place to talk.

CORE PLUS offers tools and processes you can use to solve problems for yourself. We teach communication and conflict management skills, so you can prevent conflicts from escalating when possible. When you need a hand, we help you find the right kind of assistance you need. We help you get better results.



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240



IN REPLY REFER TO:

84-11000

1.1.02

VIA ELECTRONIC MAIL ONLY

Memorandum

To: All Bureau of Reclamation Employees

From: Brenda Burman
Commissioner

**BRENDA
BURMAN**

Digitally signed by
BRENDA BURMAN
Date: 2020.07.01
15:57:15 -04'00'

Subject: Anti-Discrimination and Anti-Harassment Policy Statement

We regularly talk about Reclamation's infrastructure – dams, canals, powerplants, and everything that goes into delivering water and power. The most important part of our organization, however, is our people. Reclamation's employees are trusted partners to our stakeholders, and we are recognized around the world for our professional expertise. Our values of professional excellence, safety, and respect tie directly to the behaviors we exhibit when interacting with one another, with our stakeholders, customers, and applicants for employment. I expect every Reclamation employee to foster a culture of dignity, unity, and respect.

Every employee is responsible for acting professionally, not participating in behaviors that discriminate, alienate, offend, intimidate, or interfere with the work performance of others, and to promptly report such conduct when observed. Reclamation supports employees' choice to exercise their rights under Equal Employment Opportunity (EEO) law. Therefore, retaliation against individuals who use these rights is not acceptable behavior, and it will not be tolerated.

Preserving these rights in our workplace takes special care and vigilance, as discrimination and harassment erode mission effectiveness and our ability to work in unison to accomplish our Bureau objectives. All supervisors and managers are responsible and accountable for acting promptly to prevent and eliminate discrimination and harassment within the Reclamation footprint. We all must do our part to maintain an environment that allows all of us to perform at our highest potential to deliver on the Reclamation mission.

Anti-Discrimination

Reclamation provides equal opportunity in all aspects of employment regardless of race, color, sex (including pregnancy, sexual harassment, gender identity, or sexual orientation), national origin, religion, age (40 years and older), disability, or genetic information.

EEO covers all human capital and employment programs, management practices, and decisions including, but not limited to, recruitment, hiring, merit promotions, transfer, reassignments, training and career development, benefits, and separations.

Any person who believes he or she has been the subject of discrimination is encouraged to seek assistance through the EEO office within 45 calendar days of the discriminatory event or when he or she became aware of discriminatory activity.

Anti-Harassment

Harassment of any kind impedes our effectiveness as an organization and is not tolerated. Reclamation employees who believe they have been subjected to harassing conduct can seek a resolution by contacting either their local EEO office or a designated Anti-Harassment official, as outlined in Personnel Bulletin (PB) 18-01 ("Prevention and Elimination of Harassing Conduct"). While I hope you are never subject to this type of behavior, it is essential that you are aware of the available options for redress and that you act promptly to stop the behavior(s) you deem as harassment.

EEO and anti-harassment under PB 18-01 have similarities but serve different purposes. Under both the EEO and PB 18-01 processes, harassment is defined as any unwelcome verbal or physical conduct that demeans or shows hostility, ridicule, insulting comments, or aversion towards an individual, based on a protected class. Harassment occurs when the offensive conduct becomes a condition of employment or when the behavior is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive. Harassing conduct may constitute retaliation and it can be committed by any employee, supervisor, manager, contractor, vendor, applicant, or other individuals with whom you come into contact by virtue of your work for Reclamation.

In the EEO process, age is only a protected basis for those 40 and older, while PB 18-01 covers harassment based on any age. Additionally, the intent of the two programs are complimentary but distinct. PB 18-01 provides a process to investigate and proactively interrupt harassing conduct in real time, before it becomes severe or pervasive enough to be illegal. In contrast, the EEO program retroactively makes employees whole if illegal, severe, and pervasive harassment has taken place.

Additional information regarding filing an EEO or PB 18-01 complaint is located at <https://www.usbr.gov/crd/index.html> or <https://intra.usbr.gov/anti-harassment/index.html>, respectively.

Please join me in sustaining a workplace free of discrimination and harassment.

Distribution E



STRATEGIC PLAN FOR FISCAL YEARS 2018 – 2022



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LETTER FROM THE SECRETARY

The Department of the Interior's Strategic Plan for Fiscal Year 2018-2022 is our bold vision for the future under President Donald J. Trump. As the chief stewards of our public lands, it is our job to ensure that these lands continue to be used "for the benefit and enjoyment of the people," as the words engraved into the Roosevelt Arch at Yellowstone National Park so proudly proclaim.



We will restore the American conservation ethic that built our nation. Among the American traditions that made our country great was a philosophy of multiple-use on our public lands. I am an admirer of President Theodore Roosevelt – he had it right. As President Roosevelt once remarked, "It is not what we have that will make us a great nation; it is the way in which we use it."

Our public lands are our greatest treasures, and all Americans should be able to experience these treasures. One of my top priorities as Secretary of the Interior is public access to public land. Recognizing that hunting and fishing is an integral part of the American heritage, we must do more to ensure that all Americans can enjoy these sports – not just the wealthy elite. Americans should also be proud of their public lands, which is why investing in American infrastructure and addressing the maintenance backlog at our National Parks is critically important.

While "benefit and enjoyment" includes recreation, it also includes traditional uses like grazing and timber harvesting. Our mandate is multiple-use of public lands, and multiple-use also includes the development of natural resources as we seek to leverage American energy for American strength. Americans should have the right to make a living off the land, and one of our most critical responsibilities at Interior is upholding this right.

If we are going to preserve our heritage, we must bolster our standing in the world. It is in the economic and national security interest of the United States to pursue a policy of American energy dominance. An America-First energy policy is one which maximizes the use of American resources while freeing us from dependence on foreign oil.

American energy dominance requires aggressive regulatory reform. With our strategic plan, the Interior Department has a unique opportunity to cut the burdensome, unnecessary regulations that have suppressed job creation and wealth generation. Regulatory reform also includes reduced permitting times. The Trump Administration will not deregulate or streamline at the expense of environmental standards or worker safety, but we will strike a balance and strive toward regulatory certainty going forward when creating a bureaucratic framework.

Along with our conservation stewardship responsibilities, we must also be the greatest champion of our tribal nations. Native Americans and Alaska Natives are proud people with a rich history. Sovereignty has to have meaning, and the days of empty promises to our tribal communities are over. Our priorities in Indian Country will be self-determination, government-to-government interaction, and empowerment.

To accomplish our goals, a reorganization of the Department is necessary. We will chart a path forward for the next 100 years at Interior, as Teddy Roosevelt did over a century ago. As a former Navy SEAL, I have long believed that a healthy front line makes for a healthy operation – it is in this spirit that the reorganization plan will focus on our front lines and how we can better engage those on the ground.

Our strategic plan will restore trust in local communities. The federal government has a long way to go when it comes to being a good neighbor, but I am confident we can get there. With a renewed focus on conservation and a bold approach to energy, the Department of the Interior can lead the way in making America great again. This is our desired outcome.

With purpose,



Secretary Ryan K. Zinke
United States Department of the Interior

MISSION AND ORGANIZATION

Mission

The Department of the Interior (DOI) conserves and manages the Nation's natural resources and cultural heritage for the benefit and enjoyment of the American people, provides scientific and other information about natural resources and natural hazards to address societal challenges and create opportunities for the American people, and honors the Nation's trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities to help them prosper.

Vision

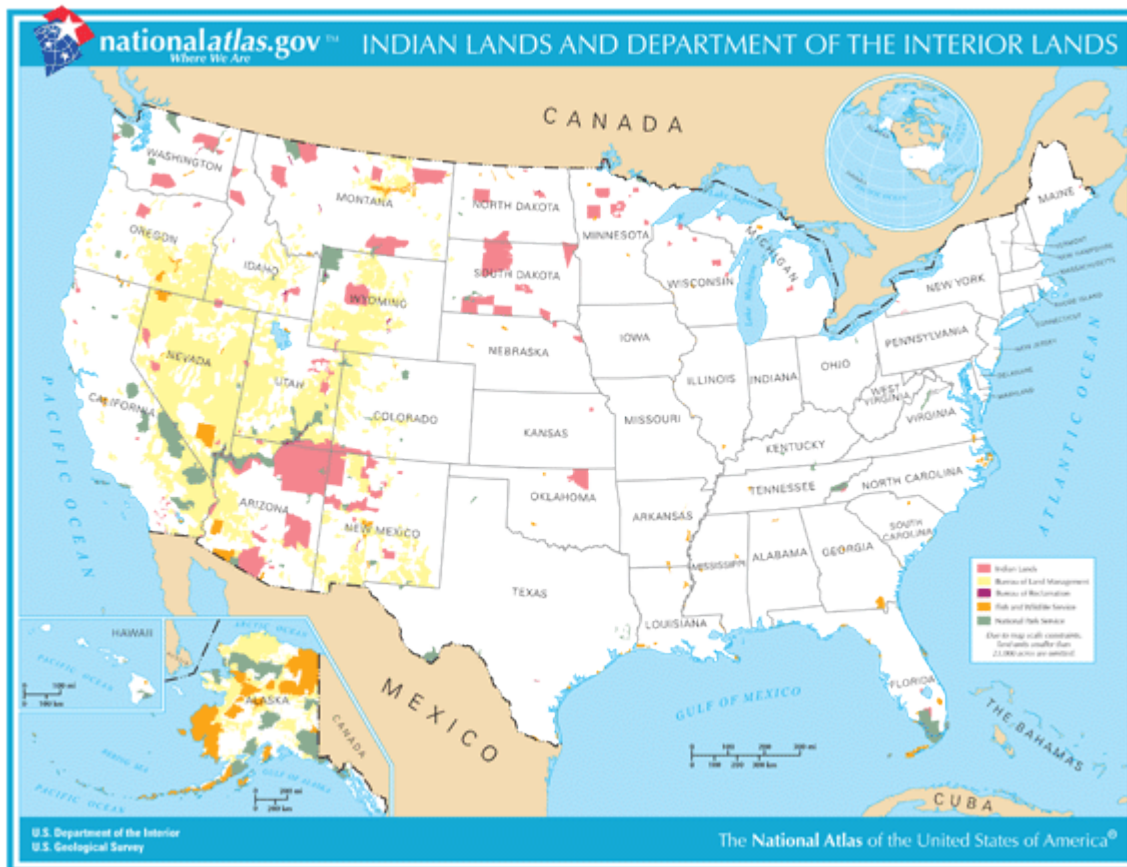
The Department of the Interior strives to fulfill a vision to:

- *Promote energy dominance and critical minerals development* to create jobs for Americans, insulate our nation from volatile political developments overseas, provide additional energy security to allies via surplus domestic supply, and generate revenue for all levels of government so they in turn have the resources to better serve the American people.
- *Increase access to outdoor recreation opportunities for all Americans* so that our people can be healthier, more fully enjoy the wonderful features of their federal lands, and take advantage of hunting, fishing, and other outdoor recreation pursuits that are the roots of the conservation movement.
- *Enhance conservation stewardship* whereby all levels of government and private landowners work cooperatively together in an atmosphere of mutual respect to achieve shared natural resource management goals across landscapes.
- *Improve management of species and their habitats* by focusing our financial and staff resources on improving the status of our nation's fish and wildlife and the healthy habitats that support them, and by streamlining bureaucracy to help us spend relatively more of our funding productively on the ground to better meet societal needs and our own natural resource management responsibilities.
- *Uphold trust and related responsibilities*, recognizing the importance of government-to-government relationships with Indian tribes, Alaska Natives, and insular areas, and respecting self-determination and sovereignty.

History

The Department of the Interior (DOI) was established in 1849. 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 DOI and its mission began to evolve as some of these functions moved to other agencies at the same time the DOI acquired new responsibilities.

Surface Lands Managed by the Department of the Interior

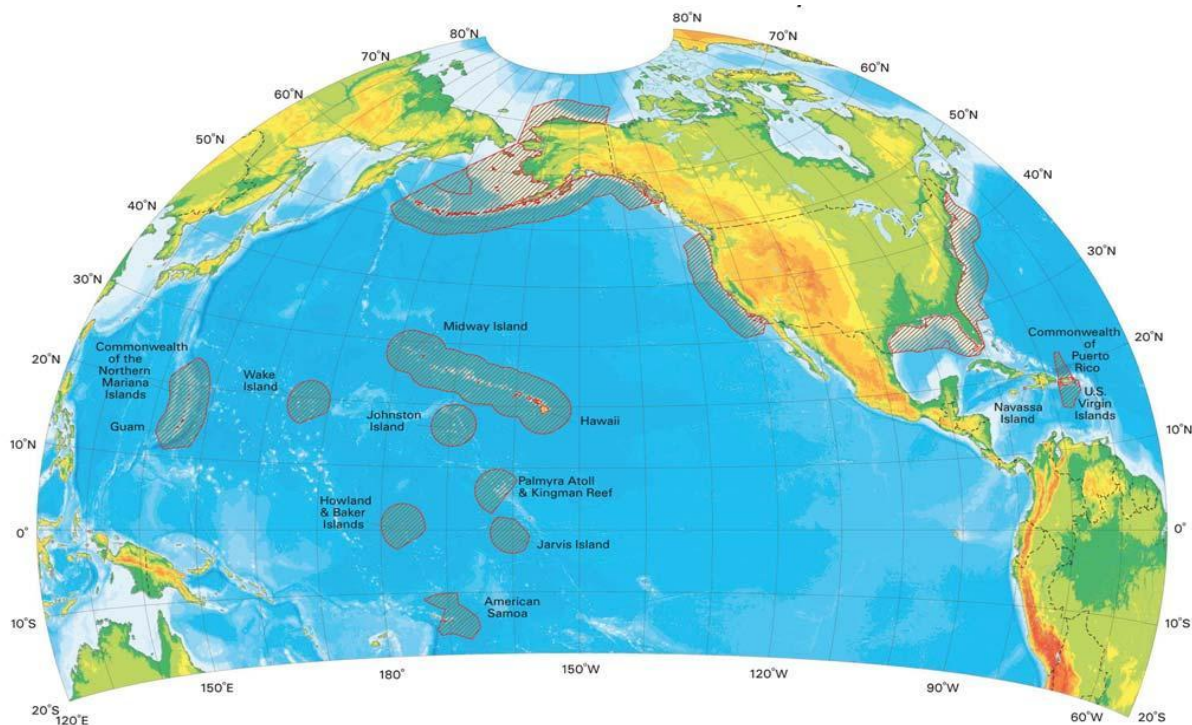


USGS Map, Oct 2014 (except for US Territories that are identified on next graphic)

Following Theodore Roosevelt's conservation summit and the awakening of 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 nation's natural resources. In 1905, management of the federal forests changed from the Department of the Interior to the United States Forest Service within the Department of Agriculture. Its Chief, Gifford Pinchot, introduced better forestry methods. Pinchot sought to turn public land policy from one that disposed of resources to private parties, to one that maintained federal ownership and management of public land. Pinchot argued that scientific management of forests and natural resources was profitable. He generally opposed preservation for the sake of preservation. During the 1960's and 1970's the DOI's authorizing statutes shifted to put more emphasis on the preservation, management, and use of public lands and natural and cultural resources.

Today, the DOI manages the Nation's public lands and minerals, including providing access to more than 480 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 other public lands; manages resources that supply 30 percent of the Nation's energy; supplies and manages water in the 17 Western States and supplies 15 percent of the Nation's hydropower energy; and upholds Federal trust responsibilities to 573 federally recognized Indian tribes and Alaska Native villages. 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 (many of which are depicted in the following graphic).

United States Continental Shelf Boundary Areas

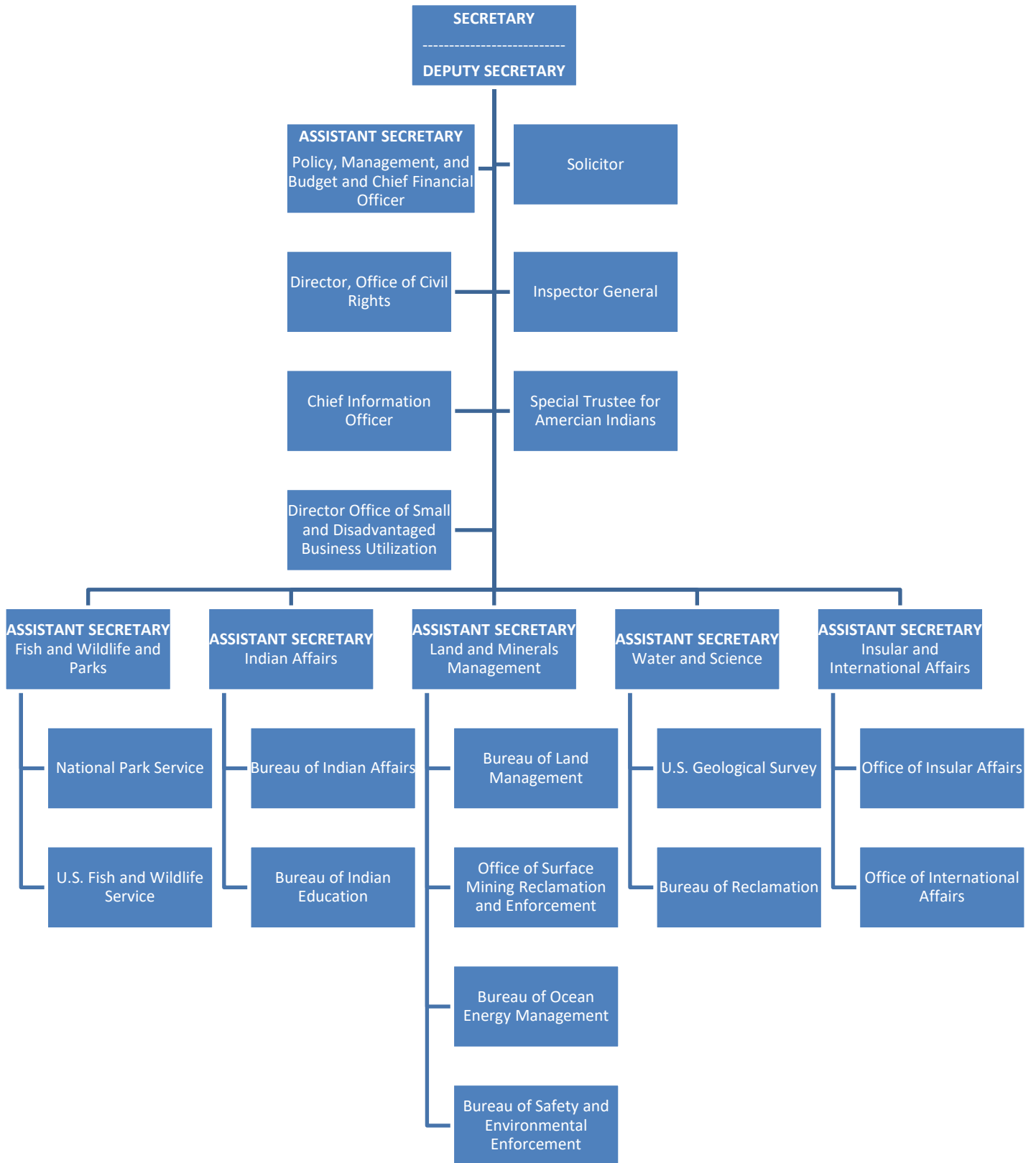


National Geophysical Data Center, Sep 2001

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 six mission areas capture the vitality, inventiveness, and potential of the bureaus and offices and the DOI's 70,000 dedicated and skilled employees. Along with our hardworking and skilled employees, over 350,000 much appreciated volunteers annually 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. We cannot effectively address all our responsibilities alone, so it is critical to strengthen partnerships with our sister federal agencies with related missions. In the federal family, we share forest, minerals, rangeland, and wildland fire management responsibilities with the US Department of Agriculture's Forest Service. We share water resource management and hydroelectric power generation responsibilities with the US Army Corps of Engineers, and we share fishery and endangered species management responsibilities with the Department of Commerce's National Marine Fisheries Service. In some ways, our relationships with state, tribal, and local government are even more important. We operate within the bounds of state water law, and respect state authority over resident wildlife. We deal with tribal governments on a government to government basis, respecting each other's authority and jurisdiction. We share land use planning responsibilities with local government, so we must make our own land management plans in a way that is mindful of the goals and plans of those local government neighbors.¹

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

US Department of the Interior Organization Chart



Bureau and Office Summaries



Bureau of Land Management (BLM)

- ▶ Manages public lands for the benefit of all Americans under the dual framework of multiple use and sustained yield on nearly 250 million surface acres, as well as 700 million acres of subsurface mineral estate. Priorities include:
 - ▷ Making full use of the Nation's domestic energy and mineral sources, including conventional and renewable energy sources;
 - ▷ Serving American families by providing outdoor recreation opportunities that are key to the Nation's heritage and its economy;
 - ▷ Managing working landscapes to support sustainable livestock grazing operations; and timber and biomass production; and
 - ▷ Developing and maintaining strong partnerships with State, local, and private stakeholders in shared conservation stewardship.



Bureau of Ocean Energy Management (BOEM)

- ▶ Manages access to renewable and conventional energy resources of the Outer Continental Shelf (OCS);
- ▶ Administers nearly 3,000 active fluid mineral leases on over 16 million OCS acres;
- ▶ Oversees 4 percent of the natural gas and 18 percent of the oil produced domestically; and
- ▶ Oversees lease and grant issuance for off shore renewable energy projects.
- ▶ Manages leasing for marine mineral resources such as sand to facilitate beach replenishment and coastal nourishment projects.



Office of Surface Mining Reclamation and Enforcement (OSMRE)

- ▶ Protects the environment during coal mining through Federal programs, 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)

- ▶ Produces information to increase understanding of natural hazards such as earthquakes, volcanoes, and landslides.
- ▶ Conducts research and delivers assessments on oil, gas, and alternative energy potential, production, consumption, and environmental effects.
- ▶ Conducts reliable scientific research in land resources, mineral assessments, and water resources to inform effective decision making and planning.
- ▶ Provides science information that supports natural resource decisions.
- ▶ Produces topographic, geologic, hydrographic, and biogeographic data and maps.



Bureau of Safety and Environmental Enforcement (BSEE)

- ▶ Fosters secure and reliable energy production from the 1.7 billion acre U.S. Outer Continental Shelf (OCS) for America's energy future.
- ▶ Conducts inspections, permitting, incident and equipment failure analysis, oil spill preparedness and enforcement programs aimed at promoting a culture of safety and reducing risk to those who work offshore.
- ▶ Supports the technical expertise to engage opportunities and to meet challenges to tap the full potential of OCS energy 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 492 dams and 338 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 lands and waters of the 855 million-acre National Wildlife Refuge System, primarily for the benefit of fish and wildlife.
- ▶ Manages 73 fish hatcheries and other related facilities for endangered species recovery and to restore native fisheries.
- ▶ Protects and conserves:
 - ▷ Migratory birds;
 - ▷ Threatened and endangered species; and
 - ▷ Certain marine mammals.
- ▶ Hosts about 48 million visitors annually at more than 560 refuges located in all 50 states and 38 wetland management districts.



Indian Affairs (IA)

- ▶ Fulfills Indian trust responsibilities.
- ▶ Promotes self-determination on behalf of 573 federally recognized Indian Tribes.
- ▶ Funds self-governance compacts and self-determination contracts to support all Federal programs including education, law enforcement, and social service programs that are delivered by Tribal Nations.
- ▶ Supports 183 elementary and secondary schools and dormitories, providing educational services to approximately 48,000 students in 23 states.
- ▶ Supports 32 community colleges, universities, post-secondary schools, and technical colleges.

Note: IA includes the Bureau of Indian Affairs (BIA) and the Bureau of Indian Education (BIE)



National Park Service (NPS)

- ▶ Maintains and manages a system of 417 natural, cultural, and recreational sites for the benefit and enjoyment of the American people.
- ▶ Manages and protects over 27,000 historic and prehistoric structures, nearly 44 million acres of designated wilderness, and a wide range of museum collections and cultural and natural landscapes.
- ▶ Provides outdoor recreation to nearly 324 million visitors at national park units.
- ▶ Provides technical assistance and support to state, tribal and local natural and cultural resource sites and programs, and fulfills responsibilities under the National Historic Preservation Act of 1966.



Departmental Offices

- ▶ Immediate Office of the Secretary, Deputy Secretary, and Assistant Secretaries
- ▶ Office of the Solicitor
- ▶ 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 Environmental Management
- ▶ Office of Inspector General
- ▶ Office of the Special Trustee for American Indians

Insular and International Affairs

- ▶ Coordinates federal policy for the territories of American Samoa, Guam, the U.S. Virgin Islands and the Commonwealth of the Northern Mariana Islands.
- ▶ Oversees the Department's involvement with oceans policy
- ▶ Manages the Department's involvement in international affairs
- ▶ Responsible for administering and overseeing U.S. federal assistance to the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau under the Compacts of Free Association, as well as providing technical and financial assistance to all the Insular Areas.

Note: Includes Office of Insular Affairs and Office of International Affairs

CROSS-CUTTING PRINCIPLES

As the Department of the Interior (DOI) advances through FY 2018-2022, the following principles guide our leadership, management, and workforce.

Effective and Accountable Leadership - The DOI is committed to being an outstanding steward of approximately 500 million acres of public lands, 700 million onshore subsurface acres, and 1.7 billion acres of the Outer Continental Shelf (OCS) including magnificent vistas, valuable energy and mineral resources, unique ecosystems, range, 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 an understanding of the balance of development and conservation.

A critical role for DOI's senior executives is providing the necessary leadership to guide the efforts of DOI's offices, bureaus, and field locations in effectively achieving Presidential and Secretarial goals especially through:

- Ensuring cost effective operations and quality customer-centric service to the public;
- Facilitating cooperation and collaboration across organizations within the DOI and its federal and nonfederal partners;
- Ensuring a workplace environment that is safe, fair, and conducive to employee productivity; resolving conflicts as needed; and
- Holding individuals at all levels accountable for their actions.

Empowering the Field - Accomplishing the multi-faceted missions of the DOI involves the skills of 10 bureaus and spans 2,400 locations across the U.S. These locations are often remote and present managers with unique challenges. Managers and experts in the field organization must be allowed to exercise informed judgement and discretion, and must have a skilled workforce to address the issues and manage their operations. The DOI's agency reform plan, developed in response to the President's Executive Order "Comprehensive Plan for Reorganizing the Executive Branch," provides a strategy for better enabling our managers and workforce in the field through regional realignment and executive empowerment, increased colocation, and shifting workforce resources closer to the DOI's field locations.

Engaging the Nation in Cooperative Stewardship - In managing such a broad range of resources for the benefit of the public, the DOI works closely with other federal agencies, state, tribal, territorial, and local governments, and the public. The DOI's reform plan calls for increased coordination across agency lines and levels of government to achieve common goals and resolve differences without expensive and time-consuming litigation. DOI is working to increase its collaborations and partnerships across all levels of government.

Improving Infrastructure - The DOI manages an infrastructure asset portfolio with a replacement value exceeding \$300 billion. Most well-known are the DOI's iconic and unique national treasures, which have priceless historical significance. More broadly, the DOI owns approximately 43,000 buildings, 100,000 miles of roads, and 80,000 structures; including dams, laboratories, employee housing, Indian schools, visitor facilities, historic structures and hydropower infrastructure. The related deferred maintenance backlog has grown to over \$15 billion in 2016, of which over \$11 billion belongs to the National Park Service. DOI is committed to determining how to best address this backlog and maintain its facilities for the safety and productivity of its workforce, and the continued high quality experience and enjoyment by the American public.

Striking a Regulatory Balance – In accordance with the Executive Order on Enforcing the Regulatory Reform Agenda, the DOI will identify regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The DOI will continue to protect human health and the environment in a responsible, cost-effective manner but in a way that avoids imposing an undue process or economic burden on the public.

Generating Revenue, Jobs, and Economic Activity - The DOI grants access to public lands and offshore areas for all forms of energy development—representing roughly a quarter of the Nation’s domestic supplies of oil and natural gas—while ensuring safety, environmental protection and revenue generation for the American public. It is important to the Nation’s future that these natural resources are managed wisely and – as appropriate -- made accessible for public use to help generate revenues, enhance national security, create jobs, and grow the U.S. economy.

Restoring Trust - It is critical that the DOI can be trusted to operate in the best interest of the American public. Key to maintaining public trust and confidence in the integrity of government is the adherence to high ethical standards and ensuring that government business is conducted with impartiality, transparency, accountability, and integrity. While many of our employees have important law enforcement responsibilities as part of their jobs, more generally we want the public to primarily view our employees as helpful and friendly technical experts, not as law enforcement. When we do need to perform our law enforcement responsibilities, our preference is to achieve compliance through education and demonstrating a sincere desire to create win-win situations with the public we serve. The DOI embodies this principle, follows the law and holds people accountable. Decisions are based on sound science and the best interest of the public. The DOI is committed to effective and efficient financial operations and accountability characterized by high quality and timely reporting, robust internal controls, clean audits, and effective follow-up on audit and internal control findings. The DOI utilizes the enterprise Financial and Business Management System for the integration of business functions including budget execution, finance, acquisition, improved internal controls, a secure information technology environment, and a community of business innovation, efficiency, and transparency.

Respect for Tribal Sovereignty – As a steward of tribal trust assets, the DOI plays a critical role for the United States in fulfilling the trust responsibility to Indian tribes. The DOI is committed to effectively meeting that responsibility by assisting tribes and Indian individual land owners to create greater economic opportunities, build safer and healthier communities, and effectively consulting with tribal governments.

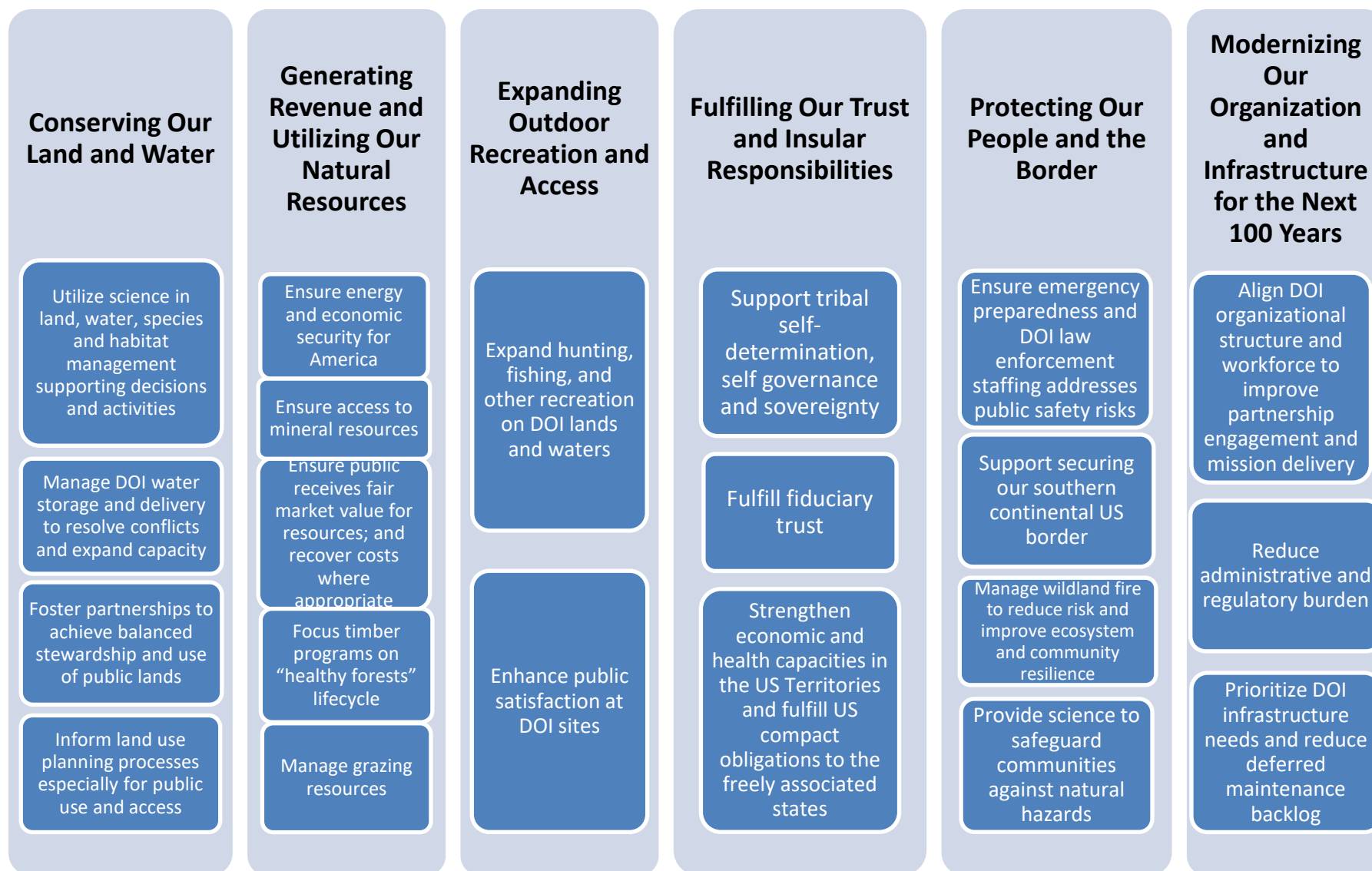
OVERVIEW OF THE FY 2018-2022 STRATEGIC PLAN

The DOI's FY 2018-2022 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 six mission areas, 21 goals, 34 strategies, and approximately 120 performance measures will guide the DOI's activities for the next five 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 constitute the Strategic Plan are displayed in the Strategic Plan Framework, followed by a description of the mission areas, goals, strategic objectives, and performance measures. An FY 2022 goal is provided for each performance measure that reflects a desirable annual level of achievement that DOI aspires to assuming the availability of a reasonable level of resources. The anticipated level of performance for these measures on an annual basis in consideration of actual resource levels will be reported in the DOI's Annual Performance Plan and Report that is released with the FY 2019 President's budget and available at www.doi.gov/bpp.

There is some continuity of performance measures from the FY 2014-2018 Strategic Plan because the core of our statutory mission remains the same regardless of shifts in policy emphasis resulting from a change in Administrations. Trends in performance related to funding and programmatic plans are available in the DOI's FY 2019 Annual Performance Plan and Report available at www.doi.gov/bpp.

STRATEGIC PLAN FRAMEWORK



Crosscutting principles: Senior executives provide leadership in achieving Presidential and Secretarial goals and are expected to: ensure cost-effective operations and quality service to the public; facilitate organizational cooperation and conflict resolution; ensure workplace environment conducive to employee productivity and safety; and hold individuals accountable for their actions.

DESCRIPTION OF MISSION AREAS

**(With Supporting Goals, Strategies, and
Performance Measures)**

MISSION AREA 1: Conserving Our Land and Water

The DOI ensures that America’s natural endowment – the lands and waters of the United States – is conserved for the benefit, use, and enjoyment of current and future generations. The DOI’s bureaus use the best available science, modern natural resource management techniques, technology and engineering, efficient decision-making processes, robust partnerships, and improved land use planning to ensure balanced stewardship and use of the public lands and its resources, including wildlife and fish species.

GOAL #1: Utilize science in land, water, species and habitat management supporting decisions and activities

The DOI will ensure that it delivers data, tools, techniques, and analyses that advance understanding of natural resources, the forces that shape them, and the interactions of plants, animals, and people that live within them. Research, monitoring, and remote sensing are necessary to understand and detect changes that affect land resources and processes that are essential to the Nation’s economic growth, well-being, and ecological health. These efforts support the DOI in its role as the largest manager of the Nation’s land and water resources.

The DOI’s land and water management bureaus are stewards of the lands and waters managed by the DOI. These bureaus will utilize the best available scientific data, tools, techniques, and analyses provided by our researchers, our nonfederal government partners, or others to maintain and restore lands and waters and ensure that habitats support healthy fish and wildlife populations.

STRATEGY #1: Apply science to land, water, and species management

The USGS seeks to understand the Nation’s environmental, natural resource, and economic challenges with scientific monitoring and research to support the development of management strategies that address the impacts of land use on the availability and sustainability of land and water resources. The USGS helps management agencies by providing them the measures designed to prevent or control invasive species and wildlife disease outbreaks; and apply decision science to actions.

The USGS conducts monitoring, assessments, and research in order to understand and predict changes in the quality and quantity of water resources in response to land-use and management scenarios. Through advanced understanding and integrated modeling of processes that determine water availability, the USGS informs the balanced management of water resources for multiple purposes, including energy production, human and crop consumption, the sustainability of fish and other aquatic communities valued by society, and public enjoyment. The USGS works with land and water resources managers in applying its data and research results to help them make informed decisions for effectively managing the resources with which they are entrusted.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted land and water management research actions	100%
USGS	Millions of people living in targeted watersheds covered by completed water quality models	306.7
USGS	Percent completion of planned water quality sampling and studies for the Nation's groundwater, streams and rivers	100%

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of the USGS National Water Census baseline	100%
USGS	Percent completion of U.S. aquifer groundwater availability baseline studies	43%
USGS	Percent completion of targeted species management research actions	100%
USGS	Percent completion of targeted biological threats research actions	100%
USGS	Percent completion of collaborative research projects on factors affecting fish and wildlife habitat	100%

STRATEGY #2: Provide stewardship of land, surface water, streams and shorelines

The Bureau of Land Management, the Fish and Wildlife Service, the National Park Service, and the Bureau of Reclamation manage, maintain and restore uplands, wetlands, lakes, streams and some marine areas through efforts that include controlling invasive plants and animals, restoring land or waters 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. The Office of Surface Mining Reclamation and Enforcement works with states and tribes to ensure that coal mining is conducted in a manner that protects citizens and the environment during mining, restores the land to beneficial use following mining, and mitigates the effects of historic mining by pursuing reclamation of abandoned mine lands. The DOI aims to balance the conservation of special places with resource development while also providing visitors with opportunities for outdoor recreation.

Bureaus administer their resource management and conservation 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, national conservation lands or wild and scenic rivers. Land managers utilize earth and natural science, social science, partnerships with other DOI bureau, federal, state, local and tribal entities, and other tools and resources (including its front-line managers) in managing these lands and waters.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of DOI acres that have achieved desired conditions	88.9%
BLM, FWS	Percent of DOI riparian (stream/shoreline) miles that have achieved desired conditions	89.2%
BLM, BOR, FWS, NPS	Percent of acres infested with invasive plant species that are under control	0.2%
FWS, NPS	Percent of invasive animal species populations that are under control	8.7%
OSMRE	Percent completion of abandoned mine lands restored by eliminating health, safety, and environmental concerns	57%
OSMRE	Percent of active coal mining sites that are free of off-site impacts	88%
OSMRE	Percent of coal mine acreage reclaimed to beneficial post-mining land use	44%

STRATEGY #3: Provide stewardship of wildlife, bird, fish, and plant species

The Fish and Wildlife Service (FWS) is tasked with the conservation and protection of certain populations of fish, wildlife, plants, and their habitats. The FWS works first to prevent species from becoming listed as threatened or endangered by using the best available science to make land management decisions that might affect species viability. The FWS conducts, consults or coordinates many species management activities in partnership with others including NPS, BLM, Reclamation, and other federal, state, local and tribal agencies and private organizations. The strategy to sustain species focuses on identifying and implementing corrective actions that will lead to species recovery.

Congress passed the Endangered Species Act (ESA) in 1973, to protect and recover imperiled species from becoming extinct and to conserve the habitats upon which they depend. The FWS and the Commerce Department's National Marine Fisheries Service (NMFS) administer the ESA. The FWS has primary responsibility for terrestrial and freshwater organisms, while the responsibilities of NMFS are mainly marine wildlife such as whales and anadromous fish such as salmon.

FWS works with many partners using a range of conservation tools to recover listed species (threatened and endangered) to ensure that they are able to survive on their own in the wild. These tools can include acquiring and restoring habitat, removing invasive species, conducting surveys, monitoring individual populations, and breeding species in captivity to release them into their historic range.

The DOI uses a number of datasets and metrics to track its progress on species listings, downlistings, delistings, critical habitat, scientific findings, and Species Status Assessments (SSA). The SSA is the scientific foundation supporting listing, delisting, and downlisting decisions and recovery plans and includes biological and threats information and analyses that help FWS and its partners better understand the species status. Recovery criteria, describing the conditions of the species when the protections of the act are no longer necessary, address both the biological status in terms of the 3 R's (resiliency, representation and redundancy) and the mitigation of threats necessary to achieve that status. The DOI is working to include more information on critical habitat, estimated costs of recovery and economic impact of its threatened and endangered species listings and recovery action plans, to provide a more complete perspective to states and the public of the actions being planned for attempting to save each species.

In its Policy Regarding the Role of State Agencies in ESA Activities, FWS coordinates, collaborates, and uses the expertise of state agencies in developing the scientific foundation upon which FWS bases its determinations for listing actions. By September 30, 2018, all FWS decisions on whether to list a species under the ESA will be informed by input from state fish and wildlife agencies, subject to the affected states' willingness to participate (some state fish and wildlife agencies have declined participation due to lack of authority for some species under ESA review). This input should include (but is not limited to) a solicitation of state data and state personnel involvement in the development of SSAs.

Per Section 4(c)(1) of the ESA, FWS is required to review the status of each listed species at least once every 5 years and determine whether it should be: (1) removed from the List (delisted), (2) reclassified from endangered to threatened (downlisted), or (3) reclassified from threatened to endangered (uplisted). By September 30, 2019, for 100% of all species with 5-year reviews recommending downlisting or delisting FWS will have proposed downlisting or delisting rules acted

on by the Director, or a new status review initiated if new information indicates the need for an updated assessment prior to initiating rulemaking, within 2 years of the 5-year review recommendation.

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 works to combat domestic and international wildlife trafficking by improving enforcement of domestic laws, strengthening international cooperation and global enforcement, promoting legal trade and hunting, and helping to reduce demand for illegal wildlife products. Under Executive Order 13771 of January 30, 2017, i.e. Reducing Regulation and Controlling Regulatory Costs, the DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to private constituents, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient. This activity is described further in the second goal under the sixth Mission Area on reducing administrative and regulatory burden.

Agency Priority Performance Goals:

- ***By September 30, 2018, 100% of proposed species listings will be based on best available information that includes state input and/or data provided through participation in Species Status Assessments (SSA).***
- ***By September 30, 2019, 100% of all Fish and Wildlife Service recovery plans will have quantitative criteria for what constitutes a recovered species.***

Bureaus	Key Performance Indicators	2022 Goal
FWS	Percent of Threatened or Endangered species listed for 2.5 years or more with a final recovery plan	75%
FWS	Percent of five-year Threatened or Endangered species five-year status review recommendations to downlist or delist acted on within five years (<i>prior to next status review</i>)	60%
FWS	Percent of listed species with current five-year reviews (<i>completed in the last five years</i>)	90%
FWS	Percent of rules and findings completed based on Threatened or Endangered Species Status Assessments	100%
FWS	Percent of threatened and endangered species listings with proposed critical habitat	100%
FWS	Percent of migratory bird species that are at healthy and sustainable levels	72%
FWS	Percent of fish species of management concern that are managed to self-sustaining levels	23%

GOAL #2 Manage DOI water storage and delivery to resolve conflicts and expand capacity

The Western U.S. is one of the fastest growing regions of the country, and urbanization has created significant demands for water use and service. The DOI strives to keep its water storage facilities in good condition to ensure safe and reliable water supply. Stretching existing water supplies for

multiple uses are among the many significant challenges facing Reclamation. The Bureau of Reclamation is the nation’s largest wholesale water supplier and manages water in 17 western states. Reclamation’s projects and programs are an important driver of economic growth bringing water to more than 31 million people and providing 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 nuts. Reclamation’s facilities also provide substantial flood control, hydropower, recreation, and fish and wildlife benefits.

The DOI is the lead agency in defining and protecting water rights for Indian tribes and individual Indian land owners. The Bureau of Indian Affairs (BIA) is responsible for maintaining 137 dams on tribal lands. The BIA also provides irrigation water to over 780,000 acres through 17 congressionally authorized irrigation projects.

STRATEGY #1 Manage water resources and delivery

Changes in water supplies, water demands, and the increased duration and frequency of droughts have the potential to affect Reclamation’s ability to fulfill its mission. Many rural communities face significant challenges in financing the cost of replacing or upgrading aging and obsolete facilities and systems. Water conservation programs increase the available water supply and contribute to DOI’s broader objective of achieving a more sustainable, secure water supply. Protecting and extending the life of aging infrastructure are significant challenges facing Reclamation, and maintenance, rehabilitation, and replacement will become more costly over time. Reclamation prioritizes infrastructure assets based on detailed design criteria: engineering need, consequence of failure, financial considerations, efficiency opportunities, scheduling, and others.

The Bureau of Indian Affairs (BIA) water management functions are implemented through three complementary programs. 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. 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.

Agency Priority Performance Goal:

- ***By September 30, 2019, the Bureau of Reclamation will facilitate water conservation capacity of 53,800 acre-feet to help reduce the impact of drought.***

Bureaus	Key Performance Indicators	2022 Goal
BOR	Percent of water infrastructure in good condition as measured by the Facility Reliability Rating (FRR) [high- and significant-hazard dams]	74%
BOR	Amount of acre feet of water conservation capacity enabled to help address drought	1,392,000
BIA	Percent of projects completed in support of water management, planning, and pre-development.	77%

GOAL #3: Foster partnerships to achieve balanced stewardship and use of our public lands

The DOI will assess, utilize and enhance the most promising of partnership practices and explore the potential for furthering these types of opportunities to work jointly with other individuals and organizations for the benefit of the nation's public lands, waters, and historic and cultural sites and the fish and wildlife species.

STRATEGY #1: Build and maintain partnership programs

Public and private partnerships provide opportunities for greater engagement of people and organizations in caring for and managing the natural, historical, cultural and physical resources across the DOI's 500 million acres. This can be especially beneficial for our national park units, National Wildlife Refuges, wildlife management areas, and national conservation public lands. Support can come from other federal or state agencies, tribal nations, volunteers, non-profit organizations, educational institutions, corporations or foundations through sponsorship or philanthropy. DOI bureaus should endeavor to partner with non-traditional stakeholders to increase our relevance to the American public, rather than just relying on traditional constituencies.

The National Park Service already has the authority from Congress to accept monetary and in-kind gifts, including those collected through the National Park Foundation. Similarly, the Fish and Wildlife Service has authority to accept gifts from some entities, including some non-profits organizations and the federally chartered non-profit National Fish and Wildlife Foundation. The Bureau of Land Management has Congressional authority to accept monetary and other types of donations, along with Congressional authorization to create a Bureau of Land Management Foundation. The BLM works with local, state, federal, and private partners on nearly all of the activities undertaken on public lands, from identifying important fish and wildlife habitat with the state game and fish agencies, working with local rangeland fire protection associations, to providing hunting and fishing opportunities for sports men groups. As permitted under current law, the DOI hopes to develop further philanthropic and sponsorship opportunities, and promote other partnering best practices.

The DOI utilizes migratory bird joint ventures as collaborative, regional partnerships of government agencies, non-profit organizations, corporations, tribes, and individuals that conserve habitat for the benefit of priority bird species, other wildlife, and people. Joint ventures bring these diverse partners together under the guidance of national and international bird conservation plans to design and implement landscape-scale conservation efforts in support of the [North American Waterfowl Management Plan](#) and the other [bird management plans](#). These joint ventures use state-of-the-art science to ensure that diverse habitat is available to sustain migratory bird populations for the benefit of those species, other wildlife, and the public. These partnerships have a three-decade record of success, they use non-regulatory solutions and economically sound business approaches, promote working lands conservation, sporting, and outdoor traditions, and support resilient urban and rural communities.

The Department of the Interior and the U.S. Department of Agriculture working near each other in the field continue to pool resources, conduct joint projects and share services under Service First

agreements. Service First authority promotes collaborating across bureau and agency boundaries to develop joint solutions to common problems and integrate responses to federal land management issues and opportunities. Bureaus of the Department of the Interior and the U.S. Department of Agriculture cooperate in jointly managing some areas. For example, the National Trail, and Wild and Scenic River Systems span every state of our nation and exceed the length of the interstate highway system. Federal land management agencies, as well as state and local jurisdictions and partners enhance recreational access, conserve the Nation’s heritage, and leverage the federal investment to manage these nationally recognized resources cooperatively.

Building new partnerships for infrastructure improvement is a priority at the DOI. There are also numerous volunteer opportunities, where individuals or associations provide service in caring for natural resources and cultural and historic assets on our public lands (see www.volunteer.gov). The DOI will also empower managers in the field to directly engage in further collaboration within the units they manage, identify best practices for collaboration and partnering, provide training and technical support, and encourage field managers to find or create and execute partnerships on a local basis.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Number of estimated work hours in a national park unit, National Wildlife Refuge, or Bureau of Land Management site that are performed or sponsored by a private citizen, National Service participant or non-federal entity	9,870,000
BOR, FWS, CUPCA	Number of non-DOI acres restored, including through partnerships	593,876
FWS	Number of non-DOI acres managed or protected to maintain desired condition, including acres restored through partnerships	602,654
FWS, CUPCA	Number of non-DOI riparian (stream/shoreline) miles restored, including through partnerships	255

GOAL #4: Inform land use planning processes especially for public use and access

The DOI will review and improve its land planning processes to enable expanded access and use of the public lands while restoring a balance between conservation and utilization of the lands, energy and mineral resources, waters, fish and wildlife, and other natural and cultural resources. The DOI will employ the latest available science, land-imaging and other technology tools and datasets to inform land use planning to maximize the societal value of land planning. The DOI land use planning will take into account the land use plans of affected local and state governments.

STRATEGY #1: Assess land use planning processes for public access and use of DOI lands

DOI land use and management plans ensure that the public lands are managed in accordance with the intent of Congress as stated in several authorities including, but not limited to: the Federal Land Policy and Management Act (FLPMA), the National Environmental Policy Act (NEPA), the Endangered Species Act, the National Wildlife Refuge System Administration and Improvement Acts, the Organic Act of 1916 (National Park Service), the Alaska Native Claims Settlement Act, and the Alaska National Interest Lands Conservation Act (ANILCA).

Land use planning efforts vary across bureaus based on enabling legislation. The National Park Service creates management plans to execute its mission. The National Wildlife Refuge system creates Comprehensive Conservation Plans for each refuge as part of their mission. The BLM's mission states that its duty is to sustain the health, diversity, and productivity of America's public lands for the multiple use and enjoyment of present and future generations.

A common thread through all three bureaus' mission is the need to accommodate and benefit the use and enjoyment of these public lands for both present and future generations. Some lands are made available for multiple use and sustained yield, other lands for conservation and preservation values.

The DOI is undertaking the challenge to review and improve its planning processes in ways that can best meet the sometimes-conflicting uses for public lands. The DOI will strive to enhance public participation and input to the planning processes, engage our state, local, and tribal government partners, provide open and understandable decision-making, expedite the decision-making process so that implementation is not delayed, and ensure that public access and use is appropriately built into every land use plan.

STRATEGY #2: Inform land use planning with mapping and land imaging

The USGS is the lead civilian mapping agency for the Nation and supports the conduct of detailed surveys and the resulting distribution of high-quality and highly-accurate topographic, geologic, hydrographic, and biogeographic maps and data. Remote sensing satellites and aircraft monitor the Earth providing information that is broad, precise, impartial, and easily available. For more than 45 years, Landsat satellites have collected data over the planet's land surface to support global research studies. These data constitute the longest continuous record of the Earth's land surface as seen from space.

High-resolution information results in geologic maps and geospatial products that enable precise planning of civil engineering and transportation infrastructure, versatile urban planning, improved flood projection, timely and accurate emergency response, effective hazard identification and mitigation, and detailed environmental analyses. This information is also used by DOI bureau land managers in exercising their responsibilities to help plan for public land use and access.

In the next decade, the USGS will continue to improve spatial and temporal resolution through research and development of products such as full four-dimensional geologic maps, showing how the complex geologic structure of the Earth has changed through time. Mapping accuracy through cutting-edge technology allows for precise planning for energy development, transportation and pipeline infrastructure projects, urban planning, flood prediction, emergency response, and hazard mitigation.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent of land-area coverage available to the public over the internet through the National Geologic Mapping Database	55.5%
USGS	Percent of foundational topographic information services updated quarterly to support on-demand mapping	100%
USGS	Percent completion of research efforts related to land resource management	100%
USGS	Number of terabytes of remotely-sensed data managed	20,140
USGS	Percent increase of scientific research enhanced with Advanced Research Computation	100%

MISSION AREA 2 Generating Revenue and Utilizing Our Natural Resources

The DOI provides access to and manages energy and other resources including oil, gas, coal, timber, grazing, and non-energy minerals on public lands and oil and gas on the Outer Continental Shelf (OCS). The DOI is committed to achieve and maintain American energy dominance through responsible productivity of the public lands for the multiple use and economic benefit of present and future generations.

GOAL #1 Ensure energy and economic security for America

The DOI is the steward and manager of much of America's natural resources which include oil, gas, coal, minerals, and renewable energy sources, such as solar, wind, geothermal, and hydropower. There are vast amounts of untapped domestic energy reserves on public lands. DOI is also reinitiating the National OCS Oil and Gas Leasing Program development process, which is a key component of the America First Energy Plan and the Executive Order on Implementing an America-First Offshore Energy Strategy, to bring jobs and prosperity to millions of Americans. Our nation will use the revenues from energy production to rebuild our roads, schools, bridges and public infrastructure. The Department's "all-of-the-above" strategy facilitates development of all energy resources and makes our nation stronger by decreasing dependency on other nations, creating jobs, and helping drive economic growth.

STRATEGY #1: Promote safe and robust oil, gas, coal, and renewable energy resource development

Oil, gas, coal and renewable energy form the cornerstones of our nation's energy base, and the DOI will continue to expand production of both offshore and onshore conventional and renewable U.S. energy resources while ensuring safety and reliability through efficient permitting, appropriate standards, assessment and oversight. As demand for energy resources grows, agencies within the DOI, such as BIA, BLM, BOEM, BSEE, OSMRE, and USGS conduct work that is increasingly critical to understand the exploration, development, quality, supply, and use of our energy resources. This work enables the DOI to advance new sources of efficient energy generation, facilitate the construction of new or upgraded infrastructure including transmission networks, develop resources responsibly, and ensure that the American public receives a fair return on that development.

Agency Priority Performance Goals:

- ***By September 30, 2019, the Bureau of Land Management will eliminate its backlog of fluid mineral Applications for Permits to Drill (APD's) that have been pending for 3 years or more.***
- ***By September 30, 2019, the Bureau of Land Management will process 80% of parcels created for leasing public lands for oil, gas, or other mineral extraction within 180 days.***

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of pending fluid minerals Applications for Permits to Drill (APDs) which are processed	75%
BLM	Percent of high priority fluid mineral cases that have completed inspection during the year	100%
BLM	Percent of coal lease applications processed	15%
BLM	Number of acres of public lands made available for oil and natural gas leasing	25,000,000
BLM, BOEM	Number of megawatts of approved capacity authorized (that year) on public land and the OCS for renewable energy development while ensuring compliant environmental review	2,020
BOEM	Percentage of Exploration and Development Plan reviews completed within statutory timelines	100%
BOEM	Percent of offshore lease sale processes completed, pursuant to the Secretary's approved National OCS Oil and Gas Leasing Program	100%
USGS	Percent completion of targeted energy resource assessments and research	100%
BSEE	Amount of operational offshore oil spilled (in barrels) per million barrels produced	3.1
BSEE	Percent of high risk production facilities and operations inspected	95%
BSEE	Number of recordable injuries per 200,000 offshore man hours worked	.390
BSEE	Percentage of high risk well operation (e.g., drilling) inspections completed	95%

STRATEGY #2: Provide hydropower

The DOI facilitates the development and use of renewable energy that employs hydropower energy to strengthen US energy security, economic vitality, and quality of life. The Bureau of Reclamation (BOR) is the second largest producer of hydroelectric power in the U.S., operating and maintaining 53 hydroelectric power facilities, comprising over 14,700 megawatts of capacity. On average, Reclamation generates 40 million megawatt-hours of electricity each year – the equivalent demand of over 3.5 million U.S. homes, returning over one billion dollars in federal revenue through power sales. Sustainable, low cost hydropower generated by Reclamation projects has provided significant value to the nation, spurring the development of the western U.S. – through the provision of firm electric power to rural communities as well as ancillary service to support western interconnect grid reliability. Reclamation works to promote domestic energy production by enabling new energy generation from hydropower, a renewable source, and facilitating the construction of new or upgraded transmission networks, helping to create new industries and supply chains, driving economic growth and job creation, and helping provide more energy from domestic sources.

Bureaus	Key Performance Indicators	2022 Goal
BOR	Amount of hydropower capability, in megawatts (MW), installed from 2018 through 2022	50
BOR	Percent of hydropower facilities in good condition as measured by the Facility Reliability Rating	73%
BOR	Percent of time that Bureau of Reclamation hydroelectric generating units are available to the interconnected Western electrical system during daily peak demand periods	80%

GOAL #2: Ensure access to mineral resources

The DOI recognizes that public lands are an important source of the Nation’s non-energy mineral resources, some of which are critical and strategic. The DOI is committed to ensuring appropriate access to public lands, for orderly and efficient development of these resources under principles of multiple use management.

STRATEGY #1: Manage non-energy mineral development

DOI promotes energy security, environmental protection, and economic development through responsible, science-informed management of mineral resources. The BLM conducts environmental analysis of complex issues necessary to authorize use on BLM public lands and meet the increasing demand for non-energy solid leasable minerals, especially potash and phosphate. BOEM’s Marine Minerals Program provides sand and gravel resources to protect and improve coastal infrastructure and the environment locally, regionally and nationally. Additionally, the in-depth science provided by the USGS Mineral Resources Program (<http://minerals.usgs.gov>) facilitates resource discovery and provides essential information and analyses for strategic, evidence-based economic and geopolitical decisions.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of non-energy mineral exploration and development requests processed	30%
BOEM	Number of sand and gravel requests processed for coastal restoration projects	8
USGS	Percent completion of targeted non-fuel mineral resource assessments and research	100%
USGS	Percent completion of targeted Critical Mineral Early Warning System (CMEWS) analyses and evaluations	100%

GOAL #3: Ensure public receives fair market value for resources; and recover costs where appropriate

Rents, royalties, and bonuses are collected from issuing leases on public lands, and offshore on the OCS, and for the amount of the resource extracted. These resources include oil, gas, coal, forage for grazing, and access to renewable energy resources such as solar, wind, and geothermal. It is

important that these financial transactions include appropriate accountability and fair return to the American public. The associated regulations and practices for these fees and collections must also be rational and transparent to ensure businesses that extract and process these resources can function efficiently and profitably in order to support the economic growth and security of the nation.

STRATEGY #1: Ensure accurate and timely accounting and collection of energy revenues

The Department collects, disburses and verifies natural resource revenue generated from issuing leases on public lands, and offshore on the OCS. This revenue is then shared with states and localities according to specific statutory obligations, allocated to various Federal programs, or deposited in the General Fund of the Treasury, thus serving to reduce the deficit. The DOI is committed to managing these transactions accurately, responsibly, and in a timely manner. The Royalty Policy Committee has been reinstated by the Secretary to elicit robust advice and recommendations regarding policies related to royalties from these resources and their benefit to the American public.

The BSEE helps ensure the accuracy of metering from higher risk hydrocarbon sites that experience high volumes of throughput and/or have a past history of noncompliance to help ensure the appropriate financial benefit is obtained for the American people. Additionally, data driven procedures enable the BOEM and the BLM to ensure bid adequacy through a two phased review system for onshore and offshore leasing, and also allow for timely collection and disbursement of mineral and renewable energy revenues by the Office of Natural Resources Revenue (ONRR). ONRR’s distributions benefit the Land and Water Conservation Fund, the Historic Preservation Fund, and the Reclamation Fund, helping to ensure America’s natural resources and rich history are available to be enjoyed by current and future generations. Distributions to states are used to fund capital projects such as schools, roads, and public buildings. Revenues collected from leases on Indian lands directly benefit members of the Indian community.

Bureaus/Offices	Key Performance Indicators	2022 Goal
ONRR	Percent of federal and Indian oil and gas revenues disbursed on a timely basis per statute (\$ Billions)	98%
BSEE	Percent of oil royalty meters, identified as high-risk using a risk based methodology, where meter provings will be observed	10%

STRATEGY #2: Ensure effective collection and application of recreation fees

The nation’s public lands offer many excellent locations for public recreation in the outdoors at national parks and monuments, National Wildlife Refuges, BLM public lands and other locations, in historic sites and buildings and at national treasures such as the Statue of Liberty. Facilities (roads, visitor centers, bathrooms, historic buildings, museums, etc.) that enable visitors to enjoy their public lands and sites are expensive to maintain. All of the major land management bureaus have large backlogs of deferred maintenance at these facilities. The DOI will continuously review its fee structure to determine how best to accommodate visitors enjoyment while collecting fees that help to offset some of the maintenance costs required to keep visitor-facing infrastructure in good shape

for visitors. All such reviews of fees and changes will remain consistent with Congressional direction that has been provided through a series of laws including the Federal Lands Recreation Enhancement Act.

The National Park Service established fee structure guidelines in 2006 to standardize rates across the country. The resulting tier system assigns each park unit to a tier and associated entrance fee schedule based on the type of site and the amenities provided for the public. During 2017, the National Park Service initiated a comprehensive review to evaluate and consider bringing entrance fees at all park units into compliance with their assigned tier through a process of public engagement by January 1, 2018. Even with proposed increases, entrance fees remain affordable at \$15-\$30 per vehicle, which is normally good for several days. The America the Beautiful Pass Annual Pass remains at the price of \$80 for one year for unlimited entrance fees for almost all national parks, Fish and Wildlife and BLM sites where fees are required. Congress raised the one-time cost of the America the Beautiful Lifetime Senior Pass for those age 62 or older from the previous fee of \$10 to \$80 effective in August 2017.

Reviews of other amenity fees (such as for campgrounds and special use permits) will also strive to set fair and equitable fees for activities that visitors enjoy after they enter the park, refuge, or recreation area. The bureaus will seek public comment during any process to review and modify fee amounts to ensure that the public has an opportunity to raise questions and provide comments regarding any fee changes. The bureaus will also identify ways to modernize and enhance fee collection mechanisms that speed access to facilities and/or reduce the cost to the federal government for fee collection.

GOAL #4: Focus timber programs on “healthy forests” lifecycle

The BLM manages forests or woodlands for the benefit of the American public. The BLM maintains a permanent source of timber supply, which supports the production of 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. Responsible management that reduces fire fuels improves the health and resilience of our forests and helps to prevent forest fires.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to national sources of timber supply. Many tribes now actively participate in management of their forest assets through self-governance and self-determination programs.

STRATEGY #1: Manage sales of timber and forest product resources

Forest management programs within the DOI generate economic benefits through timber harvests on public and Indian trust lands, and restoring forest health. The benefits of healthy forests include typical forest products such as timber and biomass but also include opportunities for recreation and maintenance of watershed health.

The BLM has two focus areas for forest management, the Oregon and California grant lands and the public domain lands. For Oregon and California lands, generating revenue for counties is the primary driver of forest management treatments, while for public domain lands, fire management is

the primary driver for forest management. The BLM is currently reviewing its management plans to determine prospects for offering additional timber for sale in the future.

The BIA manages forests as a trust asset of Indian tribes. Tribally owned forest assets contribute substantially to the national sources of timber supply. Many tribes now actively participate in management of their forest assets through the self-governance and self-determination programs.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of allowable sale quantity (ASQ) timber offered for sale consistent with applicable resource management plans (O&C--Oregon and California--only)	100%
BLM	Volume (mmbf) of wood products offered consistent with applicable management plans	285
BIA	Percent of Annual Allowable Cut prepared and offered for sale or free use	48%

GOAL #5: Manage grazing resources

The BLM manages livestock grazing on over half of its public lands; approximately 18,000 permits and leases are held by ranchers that graze their livestock on over 21,000 grazing allotments throughout BLM managed lands. The BLM’s overall objective is to ensure the long-term health and productivity of these lands. 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 developments 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.

STRATEGY #1: Provide for sustainable forage and grazing

Livestock grazing contributes to food production and adds to local economic stability, and it can be used in certain areas to maintain and improve land health by reducing hazardous fuels and minimizing the likelihood and impact of catastrophic wildfires. The BLM partners with local communities and state and local governments to develop rangeland improvement projects, stewardship contracting, and good neighbor authority in its rangeland management. In recent years, the number of grazing permits and leases processed has decreased due to dramatic increases in litigation and drought. The BLM continues to look for opportunities to streamline the grazing permit process and provide livestock operators greater flexibility in grazing their livestock on public lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM	Percent of grazing permits and leases processed as planned consistent with applicable resource management plans	16%
BIA	Percent of tribal range units assessed during the reporting year for level of utilization	15%

MISSION AREA 3 Expanding Outdoor Recreation and Access

Outdoor recreation is integral to a healthy lifestyle for millions of Americans. Visitors to the DOI's public lands and waters take advantage of the physical, mental, and social benefits that outdoor recreational experiences provide. Americans have the opportunity to hunt and fish on public lands managed by the DOI as part of its multiple-use policy that also includes hiking, camping, climbing, boating, wildlife viewing, and other outdoor pursuits.

GOAL #1: Expand hunting, fishing, and other recreation on DOI lands and waters

Hunting, fishing and other outdoor activities contributed \$156 billion in economic activity across the United States according to the FWS [National Survey of Fishing, Hunting and Wildlife-Associated Recreation](#). More than 101 million Americans, or 40 percent of the United States' population 16 and older, pursue wildlife-related recreation, which supports 480,000 American jobs.

Following two initial Secretarial Orders issued on his first day, Secretary Zinke issued Secretarial Order 3356 in September, 2017, to further expand public access to lands and waters administered by the DOI, for hunting, fishing, recreational shooting, and other forms of outdoor recreation. In addition, this Order gave greater priority to recruiting and retaining sportsmen and women conservationists, with an emphasis on engaging youth, veterans, minorities, and underserved communities that traditionally have low participation in outdoor recreation activities.

STRATEGY #1: Promote hunting, fishing, and other recreation on DOI lands and waters

There are 372 National Wildlife Refuges and wetland management districts open to hunting and 308 refuges and wetland management districts open to fishing. As practiced on refuges, hunting and fishing do not pose a threat to wildlife populations, and in some instances, are actually necessary for sound wildlife management. For example, deer populations will often grow too large for the refuge habitat to support. If some of the deer are not harvested, they destroy habitat for themselves and other animals and die from starvation or disease. The harvesting of wildlife on refuges is carefully regulated to ensure an appropriate balance between population levels and wildlife habitat. The FWS National Fish Hatcheries continue to be a valuable tool in managing fisheries providing recreation opportunities to America's 36 million anglers who spend \$46 billion annually in pursuit of their favored pastime.

There are 76 areas managed by the National Park Service that permit hunting. A total of 51,097,000 acres managed by the NPS are open to hunting at various times during the year, representing approximately 60% of the total acreage of the NPS system. The Bureau of Land Management estimates that over 95 percent of the nearly 250 million acres of BLM-managed public lands are open to hunting.

The recreation areas developed as a result of Bureau of Reclamation water projects are among the Nation's most popular for water-based outdoor recreation. There are 289 Reclamation project areas that have developed recreation facilities and opportunities available for public use. Reclamation has approximately 6.5 million acres of land and water, most of which is available for public outdoor recreation. The 187 developed recreation areas managed by Reclamation or a non-Federal recreation partner draw over 24 million visits annually. The 187 developed recreation areas provide 549 campgrounds, 454 boat launch ramps, and more than 5,500 miles of shoreline.

Bureaus	Key Performance Indicators	2022 Goal
FWS	Number of National Wildlife Refuge acres newly opened to hunting and fishing	250,000
BLM	Number of legal public access transactions completed that facilitate open access to recreation opportunities	20
BLM	Number of newly installed campsites, restrooms, and other facilities that promote public access to BLM-managed public lands	30
BLM, BOR, FWS	Number of individuals participating in outdoor recreation activities at special events	5,420,000

GOAL #2: Enhance public satisfaction at DOI sites

Visitor satisfaction with the quality of experiences on public lands remains very high. Collectively, satisfaction is above 90 percent for the bureaus providing recreation services, e.g., interpretive programs, visitor centers, camping, fishing, hiking, horseback riding, boating, off-highway vehicle driving, wildlife viewing, photography, and climbing. Satisfaction with recreation services provided through facilitated programs remains very high – also above 90 percent.

STRATEGY #1: Enhance the enjoyment and appreciation of our natural and cultural heritage

Survey results show that a sizeable percentage of visitors are satisfied with their experiences at parks, refuges and other public lands. Competition from other forms of entertainment pose challenges to the DOI in its quest to ensure that all Americans understand, appreciate and enjoy the special places protected by the national parks, wildlife refuges and BLM lands.

Bureaus	Key Performance Indicators	2022 Goal
BLM, FWS, NPS	Percent of visitors satisfied with the quality of the experience	95%
BLM, NPS	Percent of visitors satisfied with facilitated programs	94%

MISSION AREA 4 Fulfilling Our Trust and Insular Responsibilities

The DOI upholds the Federal government’s unique trust responsibilities by fostering the government-to-government relationships between the Federal government and federally recognized Tribes, and by providing services to individual American Indians, and Alaskan Natives. The U.S. also has important relationships with the affiliated insular areas including the Territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. The DOI administers and oversees Federal Assistance to the three Freely Associated States: The Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau.

GOAL #1: Support tribal self-determination, self-governance, and sovereignty

The DOI is strengthening the nation-to-nation relationship between the Federal Government and tribal nations because self-determination, sovereignty, self-governance, and self-reliance are the tools that will enable tribal nations to shape their own 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.

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

Self-Governance: Under a self-governance compact, a tribe takes over most or all operations affecting that tribe. The Indian Affairs’ Office of Self-Governance (OSG) implements the Tribal Self Governance Act of 1994 by developing and implementing regulations, policies, and guidance in support of self-governance initiatives. Indian Affairs advocates for the transfer of Federal programmatic authorities and resources to tribal governments and supports tribal sovereignty and an expanded role in the operation of Indian programs. The program work includes negotiating annual funding agreements with eligible tribes and consortia, and resolving issues identified in financial and program audits of self-governance operations.

Self-Determination: Under a self-determination contract, a tribe contracts with BIA to take over operation of a program formerly delivered by BIA employees. The funds BIA previously used to run the program transfer to the tribe. Self-determination typically is a program-by-program decision. The Indian Self-Determination Program within BIA works to further American Indian tribes’ exercise of self-determination and conducts oversight of self-determination contracts and grants.

Bureaus	Key Performance Indicators	2022 Goal
AS-IA	Percent of Self-Governance Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	99%
BIA	Percent of Self-Determination Single Audit Act reports submitted during the reporting year for which management action decisions on audits are made within 6 months	91%
AS-IA	Percent of P.L. 93-638 contracts with clean audits	90%

GOAL #2: Fulfill fiduciary trust

The DOI has ongoing responsibilities to ensure that trust and restricted Federal Indian-owned lands are managed effectively and to accurately account for revenues and disbursements in a timely and efficient manner. The Office of the Special Trustee for American Indians and the Bureau of Indian Affairs oversee fiduciary trust activities. The DOI assists American Indian and Alaska Native communities in developing capabilities needed to strengthen their communities and maintain economic self-sufficiency. Efforts such as reducing fractionation of Indian lands and developing conservation and resource management plans help tribes maximize economic benefits of their lands. Securing unsubsidized employment reduces dependency on Federal subsidized programs such as childcare assistance, food stamps, and welfare.

Trust assets are crucial to the financial well-being of individual Indian beneficiaries and key components in the economies of tribes. As such, these assets must be managed with great care, paying attention that all financial transactions are completed accurately and as quickly as possible. Since passage of the American Indian Trust Fund Management Reform of 1994, the trust accounts managed by OST are balanced to the penny on a daily basis. OST has also incorporated industry-standard practices, such as a lockbox facility, to shorten the time between the payment of a lease and deposit of those funds into a trust account. For Fiscal Years (FY) 2013 through 2017, OST has received a "clean" audit opinion for Individual Indian Monies (IIM) accounts, attesting to its professionalism in managing these assets. Despite this proven record of success, OST retains a commitment to continual reform, looking for more ways to improve its service to individual Indians and tribes.

The Bureau of Indian Education (BIE) helps provide quality education opportunities starting in early childhood in accordance with tribally identified strategies and needs that contribute to the social well-being of the community and sustain Indian cultures. Tribes directly operate 150 of the 183 BIE funded schools through self-determination contracts and Tribally Controlled Schools Act grants.

STRATEGY #1: Ensure accurate and timely management of fiduciary trust assets

In its effort to promote the fulfillment of fiduciary trust processes, the DOI assists Indian tribes 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.

Bureaus	Key Performance Indicators	2022 Goal
BIA	Total average gain in earnings of participants that obtain unsubsidized employment through Job Placement Training programs for tribes submitting P.L. 102-477 related reports	\$10.82
BIA	Percent of active, supervised Individual Indian Monies (IIM) case records reviewed in accordance with regulations	98%
BIA	Increase in the percentage of submitted land-into-trust applications with determinations (Fee to Trust)	40%

Bureaus	Key Performance Indicators	2022 Goal
OST	Percent of financial information initially processed accurately in trust beneficiaries' accounts.	99%
OST	Percent of oil and gas revenue transmitted by ONRR recorded in the Trust Funds Accounting System within 24 hours of receipt.	99%
OST	Percent of timeliness of financial account information provided to trust beneficiaries.	100%

STRATEGY #2: Strengthen Indian Education

Improving performance in BIE schools is a challenge the DOI is addressing through initiatives aimed at increasing student achievement. Students at BIE-funded schools receive a culturally relevant, high-quality education that prepares them with the knowledge, skills, and behaviors needed to flourish in the opportunities of tomorrow, become healthy and successful individuals, and lead their communities and sovereign nations to a thriving future that preserves their unique cultural identities.

Bureaus	Key Performance Indicators	2022 Goal
BIE	Percent of students attending BIE-funded schools completing high school with a regular diploma within four years of their 9 th grade entry date	69%

GOAL #3: Strengthen economic and health capacities in the US Territories, and fulfill US compact obligations to the freely associated states

The DOI supports the U.S. Territories and Freely Associated States (FAS) through the Office of Insular Affairs (OIA) under the Assistant Secretary for Insular and International Affairs. The U.S.-affiliated insular areas are: the territories of American Samoa, Guam, the U.S. Virgin Islands, and the Commonwealth of the Northern Mariana Islands. Residents of these U.S. territories are U.S. citizens or nationals. 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 Insular and International Affairs and the Office of Insular Affairs carry out these responsibilities on behalf of the Secretary.

STRATEGY #1: Bolster Healthcare Capacity

The Territories and FAS experience significant healthcare challenges. The DOI along with other partners, such as the Department of Health and Human Services (HHS), will work with insular area partners to improve the quality of healthcare across the insular areas. The DOI will make investments to implement corrective action plans which address chronic operational and facility shortcomings at territorial hospitals, which serve their U.S. citizens and nationals, with a focus on those identified by the HHS/Centers for Medicare/Medicaid (CMS) and local elected officials. Additional investments will be made to combat non-communicable and communicable diseases impacting the Pacific and Caribbean islands such as obesity, diabetes, and tuberculosis.

Offices	Key Performance Indicators	2022 Goal
OIA	Percent of Community Water Systems (CWS) that receive health based violations notices from the US Environmental Protection Agency	9%
OIA	Number of new and relapse tuberculosis cases occurring during the calendar year on the islands (per 1,000 people in the population)	1
OIA	Percent of patients with newly diagnosed tuberculosis disease for whom 12 months or less of treatment is indicated, who complete treatment within 12 months	95%
OIA	Infant mortality rate per 1,000 live births (number of deaths to infants from birth through 1 year of age per number of live births)	6

STRATEGY #2: Strengthen Island Economies

Strong local economies provide employment and a viable tax base for citizens in the Insular Areas. The DOI will assist the insular areas to strengthen their economies through strategic investments in infrastructure, public services and technical assistance which will attract and retain private sector investment. The DOI will promote policies and improve Federal coordination on issues impacting insular economies.

Capital investments will be made in basic utilities, hospitals, schools, ports, tourist areas, telecommunications and roads as they create the backbone for increased economic activity. Pursuing renewable energy strategies lessens dependence on oil imports and provides more reliable and affordable energy.

Stable economies and fiscally prudent insular governments foster a more hospitable climate for investment in the islands. Technical assistance will be provided to equip the insular areas with the statistical and management information necessary for informed leadership decision making, expert consultants to effectively improve insular government financial policies and procedures, and strong financial management systems along with technical planning abilities.

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. Key indicators of OIA's effectiveness include the following:

Average per capita Gross Domestic Product (GDP): In the four U.S. Territories (Guam, US Virgin Islands, American Samoa, and Commonwealth of the Northern Mariana Islands (CNMI)) for which it is measured, GDP remains a fraction of that for other U.S. citizens in the states. OIA provides technical assistance to the insular areas to assist with economic development planning and execution and supports local planning and education activities related to tourism, agriculture, and aquaculture. In addition, OIA funds infrastructure projects related to economic development, such as fiber optic connectivity, port improvements and renovations to tourist districts.

Cost of electricity: Without indigenous fossil fuels, insular areas face great challenges in achieving reliable, affordable, and secure energy, which can have severe economic effects on the island communities. These areas depend almost entirely on imported petroleum products for energy. The residential cost per kilowatt hour for power in the territories directly impacts the quality of life in

the insular areas and remains over three times higher than the national average. To try to address high electricity costs, the Office of Insular Affairs (OIA) contracts with the Department of Energy’s National Renewable Energy Laboratory (NREL) to engage territories and provide energy efficiency and renewable energy assessments, help develop strategic energy plans, and provide technical assistance in reviewing and implementing alternative energy projects. The OIA, through its Empowering Insular Communities grant program, continues to provide funding for the highest priority projects identified in the energy plans including photovoltaic, wind and geothermal development projects, as well as assuring traditional energy plants continue operating.

Offices	Key Performance Indicators	2022 Goal
OIA	Difference in the mean GDP per capita in the 4 US territories compared to the mean GDP per capita in the US	60%
OIA	Difference in the residential cost per kilowatt hour for power from the national average	2X

STRATEGY #3: Fulfill US Compact Obligations

In coordination with the State Department, the DOI will implement compact obligations with three U.S.-affiliated Freely Associated States (FAS): the Federated States of Micronesia (FSM), the Republic of the Marshall Islands (RMI) and the Republic of Palau (Palau). The DOI will make direct grants to the FSM and RMI under their amended Compacts to provide assistance in six sectors: education, health care, infrastructure, public sector capacity building, private sector development, and environment. The DOI will also continue to support U.S. compact obligations to Palau.

Offices	Key Performance Indicators	2022 Goal
OIA	Ratio of FAS private sector jobs versus total FAS employment	55%
OIA	Ratio of FAS public sector jobs versus total FAS Employment	45%
OIA	Percent of FAS employment attributable to OIA Grants and Programs	30%
OIA	Percent of FAS employee compensation attributable to OIA grants and programs	25%
OIA	Average FAS private sector wage rate as a percentage of average FAS central government wage rate	45%

MISSION AREA 5 Protecting Our People and the Border

Inherent in DOI's management responsibilities of the public lands is the requirement to protect employees and visitors. Ensuring employee and public safety is complex and requires the resources of multiple bureaus and offices covering four disciplines – law enforcement, emergency management, wildland fire, and natural hazards science. The DOI's Law Enforcement Program has the third largest contingent of Federal law enforcement officers in the Executive Branch. Depending on the season, approximately 3,500-4,000 law enforcement officers, rangers, and other employees patrol vast acres of public lands, national parks, wildlife refuges, and Indian communities and protect people, as well as natural, cultural, and heritage resources from illegal activities. Wildland fires potentially endanger lives and property. The Office of Wildland Fire (OWF) coordinates among the DOI's land management bureaus and the US Forest Service to safely, efficiently, and effectively prevent, respond to, and manage the impacts of wildfires. The USGS also protects lives by monitoring and warning of natural hazards such as earthquakes, volcanoes, landslides, and environmental health hazards.

The DOI has land on both the Canadian and Mexican borders, and a presence in the Pacific that exposes Americans to risks from Asia. The Administration is presently emphasizing securing our southern border with Mexico to better protect our country. The DOI has a considerable amount of land that borders Mexico. As such, the DOI's law enforcement officers work in partnership with the US Customs and Border Patrol, Immigration and Customs Enforcement, Drug Enforcement Agency, and tribal, state and local governments to address the flow of illegal immigration, gun and drug trafficking, and to mitigate the impacts associated with these activities, which affect DOI lands and our community partners. In addition, OWF shares wildfire management responsibilities with Mexico along the southern border.

GOAL 1: Ensure emergency preparedness & DOI law enforcement staffing addresses public safety risks

The DOI places a high priority on safety, security, and preparedness, and will uphold its responsibilities for protecting lives, resources, and property through a wide variety of program areas, including law enforcement, health and safety, security, and emergency management. The DOI's preference is to achieve public and visitor compliance with applicable laws and regulations by using techniques that are not confrontational and are designed to elicit voluntary as opposed to coerced compliance.

STRATEGY #1: Ensure public safety on our lands

The Office of Law Enforcement and Security (OLES) provides program direction and oversight on law enforcement policy, border security, drug enforcement, training at the national academy, internal affairs, victims assistance, program compliance, and inspections as well as emergency deployment of DOI law enforcement resources. The Office coordinates with other Federal, state and local agencies (including the Department of Homeland Security, Federal Bureau of Investigation (FBI), and Central Intelligence Agency) on law enforcement and security issues, including infrastructure on the Outer Continental Shelf, the Trans-Alaska pipeline, and gas transmission lines.

To help ensure effective protection of people on DOI lands, each bureau will determine the effective level and distribution of law enforcement staffing for each of its programs on a unit-by-unit basis. The effective level and distribution of staffing needs is dependent on the differing

conditions, levels of risk, and populations served in each unit, captured through a staffing model developed and monitored by each bureau. The DOI’s bureaus will engage in developing these staffing models, to determine on a program basis the effective levels of law enforcement staffing that are needed across its units, evaluate the actual level of law enforcement staffing that presently exists, and develop recommendations for better ensuring the effective level of staffing for protecting the people in each unit.

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. 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.

Bureaus	Key Performance Indicators	2022 Goal
OLES	Percent of DOI law enforcement agencies with a current law enforcement staffing plan	100%
BIA	Percent of criminal offenses solved by arrest (Part 1 Offense Clearance Rate)	44%

Strategy 2: Prepare DOI to respond to and recover from emergencies and incidents

The Office of Emergency Management (OEM) promotes all-hazard preparedness and response; ensures continuity of the DOI to perform essential functions during catastrophic events; and assists communities during imminent threats. Collectively, the DOI supports the five National Planning Frameworks (Protection, Prevention, Mitigation, Response, and Recovery) and their related five Federal Interagency Operational Plans, the National Incident Management System, and the National Oil and Hazardous Substances Pollution Contingency Plan while continuing the DOI’s mission to protect natural and cultural resources. The DOI’s All-Hazards Baseline Operational Plan provides the baseline guidance for how the Department prepares for and responds to emergencies, regardless of type or cause. The OEM leads coordination and information sharing for emergency management regarding communications, public health, environmental health, wildlife health, integrated pest management, invasive species, and occupational safety and health across the DOI’s bureaus and offices.

Offices	Key Performance Indicator	2022 Goal
PEM	Average Interior Readiness (I-READ) Index score for emergency preparedness across DOI Bureaus/Offices	91.0%

GOAL 2: Support securing our southern continental US border

The DOI manages 41% of the southwest border of the continental United States. The DOI’s managers in the field are daily faced with tough decisions on how to best utilize their law enforcement assets. An integrated government approach is essential to effectively securing the

border and supporting the construction of a physical barrier where needed. Through partnering, federal, state, tribal, and local law enforcement agencies working in proximity to each other have been able to address critical issues like illegal immigration and marijuana smuggling.

STRATEGY #1: Support securing our southern continental US border

The DOI’s goal is to increase collaboration among the agencies operating along the border to better understand each other’s mission, share resources, and coordinate efforts. This is accomplished by routine interagency coordination, participating in local Border Management Task Force (BMTF) meetings, interagency training, an annual interagency border forum, and law enforcement specific operations.

The US Border Patrol is the main federal agency responsible for patrolling DOI lands adjacent to the US/Mexican Border. The DOI’s goal is to work with US Border Patrol to decrease illegal immigration on DOI managed public lands through collaborative efforts with partnering agencies.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
PMB/OLES	Number of apprehensions on DOI-managed lands	Reduced Annually

GOAL #3: Manage wildland fire to reduce risk and improve ecosystem and community resilience

The DOI, working with the Department of Agriculture, will improve the way that both agencies manage wildland fire by ensuring that fire management assets are used in the most efficient way possible. The DOI will work with state, local, tribal, and other partners to ensure a coordinated approach to wildland fire management that enables protection responsibilities to be exchanged and resources shared to improve operational efficiency and reduce management duplication. The DOI will continue to integrate science and technology into informing and supporting the firefighters with the appropriate training tools, resources and program support to enable them to work safely and effectively.

The DOI is developing new wildland fire management performance measures to better articulate and determine the efficacy of Department and Administration resources in achieving desired resource conditions that reduce the intensity, severity or negative effects of wildfire. As part of this effort, the Department has established a working group among the four DOI wildland fire bureaus, as well as the U.S. Forest Service, which will explore the feasibility of concepts and principles in wildfire risk mitigation, and examine the value of the strategic placement of fuels treatments as informed by a risk assessment and mitigation plan. This group will develop recommendations for a) establishing outcome-based targets, and b) annually evaluating the performance of the program in meeting the desired objectives of the National Cohesive Wildland Fire Management Strategy. When completed, the DOI will incorporate the new performance measures into its strategic plan implementation.

STRATEGY #1: Integrate fire ecology, risk management, and collaboration to mitigate wildfire impacts

The Department’s Office of Wildland Fire coordinates programs and funding across four bureaus (BLM, FWS, NPS, and BIA) that manage wildland fire programs to implement the National Cohesive Wildland Fire Management Strategy, a science-based collaborative approach to mitigating wildfire risk. The DOI, in partnership with the Department of Agriculture’s Forest Service, is committed to the inclusive principles of providing safe and effective response to wildfires, promoting fire-adapted communities, and creating fire-resilient landscapes. The DOI strives to achieve a science-based and technically effective wildland fire management program that is integrated with natural resources programs.

Successful management in fire-adapted communities and landscapes depends on implementation of a broad-based, intergovernmental, collaborative, and national cohesive strategy to address the mounting challenges of escalating fire behavior, increased risk to responders, greater natural and cultural resource losses, and increased threats and losses 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.

Bureaus/ Offices	Key Performance Indicators	2022 Goal
OWF	Percent of DOI-managed landscape acres that are in desired condition as a result of fire management	36%
OWF	Percent of DOI-managed treatments that reduce risk to communities that have a wildland fire mitigation plan	94%
OWF	Percent of wildfires on DOI-managed landscapes where the initial strategies fully succeeded during the initial response phase	97%

GOAL #4: Provide science to safeguard communities from natural hazards

The USGS helps protect public safety, public health, and property by effectively delivering natural hazards and environmental health science. The Nation’s emergency managers and public officials use USGS science to inform citizens of the potential risks these hazards pose to natural systems and the built environment, improve preparation and response activities, and protect the health of the public, which reduce the loss of life and property.

STRATEGY #1: Monitor and assess natural hazards risk and response planning

Responsibilities in natural hazards include the issuing of warnings and advisories for earthquakes, volcanic eruptions, landslides, and coastal erosion; informing warnings issued by other agencies for floods, tsunamis, and wildfires; providing timely information to emergency managers and response officials, the media, and the public to inform and educate communities during and between crises. The USGS supports these activities by implementing 24x7 operations for seismic, volcanic, and geomagnetic monitoring efforts; maintaining an extensive national network of streamgages measuring rainfall, streamflow, stream height or lake levels; and developing the next generation of tools for rapid evaluation of hazards.

Bureaus	Key Performance Indicators	2022 Goal
USGS	Percent completion of targeted natural hazards assessments of very high and high-threat regions of the Nation (Index)	4%
USGS	Percent completion of targeted landslide hazard research	8%
USGS	Percent completion of coastal and marine hazards and subsidence research (Index)	87%
USGS	Percent progress towards optimal monitoring capability for natural hazards situational awareness (Index)	52%
USGS	Percent of the National Streamflow Network (NSN) streamgages that are fully operational	88%

MISSION AREA 6 Modernizing Our Organization and Infrastructure for the Next 100 Years

The DOI is looking to better ensure effective operations and service delivery through coordinated organizational alignments in the field across bureaus and with other federal and nonfederal partners, and through putting a relatively larger fraction of our employees into the field to serve the public. Expediting environmental analysis and compliance, reducing the cost of space, collocating offices for more convenient public service and improved interagency coordination, and common regional boundaries are all being explored to help improve the DOI's infrastructure and related effectiveness.

GOAL #1: Align DOI organizational structure and workforce to improve partnership engagement and mission delivery

The DOI is reevaluating its organizational model to determine how to best achieve its mission of serving the American public, honoring our tribal and fiduciary trust responsibilities, and managing and protecting our land, water and natural resources for the next 100 years.

STRATEGY #1: Ensure effective alignment of DOI organizational structure in the field and with partners

The DOI intends to establish unified regional boundaries for its bureaus in 2018 and to further develop this approach in 2019. The goal is to improve overall operations, internal communications, customer service, and stakeholder engagement. Aligning geographic areas across the DOI will enhance coordination of resource decisions and policies and will simplify how citizens engage with the DOI.

Organizing bureaus with common geographic areas will allow for more integrated and better coordinated decision making across bureaus. Currently, the DOI's bureaus have more than 40 distinct regions, each with its own geographic boundaries. This complicates coordination and hampers the DOI's ability to get things done expeditiously. Having unified regions will help streamline operations and in doing so, provide better service to the American people. Bureaus within a region will focus on common issues, taking a comprehensive approach versus a bureau-centric approach. This culture shift will help us work better together to accomplish one vision. The new regional boundaries currently under discussion – and subject to modification – are expected to have minimal budgetary impact.

To improve customer service and reduce operational costs, sharing functions at field locations has already begun. For a number of years, the Department of the Interior and Department of Agriculture's US Forest Service (USFS) have pooled resources, conducted joint projects, and shared services under Service First agreements where field locations are in close proximity to each other. Service First authority promotes partnering across agency boundaries to develop joint solutions to common problems and to address federal land management issues in an integrated way.

STRATEGY #2: Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data driven processes and increased employee engagement efforts

The DOI is committed to managing America's vast natural and cultural resources with a 70,000-strong and 350 occupation-plus workforce that exemplifies high performance, customer service and

accountability. Historically, it has been difficult to attract certain DOI employees or recruits in certain occupations to positions in headquarters, or even to regional offices, because many of our employees enjoy living in relatively rural areas and because the cost of living is so much higher in large cities. Moving a larger fraction of our staff of some bureaus to relatively more rural and considerably less expensive areas in the West might therefore both reduce payroll cost because fewer employees would receive locality pay, and improve employee retention.

To facilitate strategic human capital planning, the Department has put in place hiring controls to emphasize new hiring for field-related positions rather than administrative and support positions in the Washington, D.C., and Denver, Colorado metropolitan areas.

The DOI will leverage automation to improve employee performance and training opportunities, and examine additional data to determine if operational efficiencies can be gained while minimizing redundancies under the current organizational design.

Data to be analyzed include:

- Federal Employee Viewpoint Survey (*e.g.*, employee engagement)
- Geographic Representation of Bureau Mission Critical Occupations
- Geographic Representation of Administrative and Support Services
- Customer Service data
- Benchmarking cost allocations for administrative and support functions
- DOI Human Capital Framework Evaluations
- Accountability drivers on performance, labor management, EEO, etc.
- Bureau plans in response to the Department-wide Workplace Environment Survey

Offices	Key Performance Indicator	2022 Goal
PHR	Employee engagement index for DOI in the Federal Employee Viewpoint Survey	75%
PHR	DOI’s ranking among large agencies in the Partnership for Public Services’ Best Places to Work report	1

GOAL #2: Reduce administrative and regulatory burden

Executive Order 13771, Reducing Regulation and Controlling Regulatory Costs, directed agencies to “manage the costs associated with the governmental imposition of private expenditures required to comply with Federal regulations.” The DOI is reviewing its regulations and administrative processes to determine what cost savings, to the government and to the public, are possible by repealing regulations for which the perceived benefits might not be justified relative to their implementation costs, and which administrative processes could be streamlined or made more efficient.

STRATEGY #1: Evaluate and improve the net benefits of regulatory reform initiatives and policies, and identify regulations for repeal, replacement, or modification

On February 24, 2017, President Trump signed Executive Order 13777 entitled, “Enforcing the Regulatory Reform Agenda” to alleviate unnecessary regulatory burdens placed on the American people. The Executive Order established a Regulatory Reform Officer (RRO) for each agency and a

Regulatory Reform Task Force. The efforts of the RRO and the task force will help identify regulations for repeal, replacement, or modification that eliminate jobs, inhibit job creation, are outdated, unnecessary, ineffective, impose costs that exceed benefits, or rely on data or methods that are not publicly available or insufficiently transparent to meet the standard for reproducibility. The costs of the regulatory and deregulatory actions are measured as the opportunity costs or cost savings to society, as defined in OMB Circular A-4 (i.e. the values reported are the cumulative net savings from deregulatory actions and costs of newly required regulatory actions over multiple years starting in FY 2017). In 2017, the DOI achieved cumulative net savings of \$1.15B (net present value) from its deregulatory actions. Goals for subsequent years will be established as the DOI completes its review of target regulations.

Office	Key Performance Indicator	2022 Goal
DOI	Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions (including costs or cost savings carried over from previous fiscal years)	TBD
DOI	Number of EO 13771 regulatory actions issued.	TBD
DOI	Number of EO 13771 deregulatory actions issued.	TBD

STRATEGY #2: Improve transparency and timeliness of the infrastructure permitting process

As outlined in the President’s Executive Order “Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure,” and the corresponding Secretarial Order 3355, a significant opportunity exists for agencies to streamline and collaborate on National Environmental Protection Act (NEPA) compliance efforts. The DOI believes this can best be achieved through a unified regional structure adopted across the DOI which focuses on the intersecting issues within the same geographical boundaries.

The DOI is also establishing an Executive Committee for Expedited Permitting (ECEP) to expedite the responsible leasing and permitting of energy and mineral production. More specifically, this involves, but is not limited to, the processing of Applications for Permit to Drill (APD), Expressions of Interest (EOI), coal leasing actions, Right-of-Way (ROW) applications, and harmonization of appurtenant environmental reviews.

Office	Key Performance Indicator	2022 Goal
DOI	<i>Cross-Agency Priority Goal metric on improving infrastructure permitting to be added</i>	
BLM	Average amount of time (in days) to process and administratively complete Applications for Permit to Drill	90 days
BLM	Average amount of time (in months) to issue a decision on major right-of-way applications	48 months
BLM	Average amount of time (in days) to process and administratively complete a grazing permit	390 days
FWS	Percent of formal Endangered Species Act Section 7 consultations addressed in a timely manner	100%

GOAL #3: Prioritize DOI infrastructure needs and reduce deferred maintenance backlog

Real property assets are integral to the success of Interior's mission. DOI's real property inventory includes approximately 43,000 buildings and 80,000 structures across six major land-holding bureaus, with a replacement value of approximately \$300 billion. DOI manages the full life-cycle requirements of nearly every type of constructed asset found, including visitor centers, dams, schools, health clinics, power generating facilities, housing, hotels, fire stations, campgrounds, roads, water and wastewater treatment plants, offices, and more. Many of these assets have historic or cultural significance that not only support the DOI's mission, but are important to our Nation's heritage.

STRATEGY #1: Maintain critical DOI infrastructure and facilities to ensure effective operations and service delivery

The DOI's goal is to balance mission delivery demands with adequate investments in operations and maintenance to sustain the portfolio in an appropriate condition befitting of our role as America's stewards. Appropriately maintained assets enable the DOI to accomplish habitat and resource management, provide outdoor recreation activities, deliver water, fulfill trust and treaty responsibilities, and provide critical economic inputs and job creation for local communities. Adequately constructed and maintained Federal real property supports healthy habitats and populations, availability of safe and reliable public use opportunities, and robust local economies.

A significant factor impacting a sustainable portfolio of constructed assets is DOI's aging infrastructure. Many assets already exceed original design life, and this trend of aging infrastructure continues to threaten mission delivery. Prioritizing repairs on a portfolio scale will ensure the assets condition is maintained at an acceptable level. Effective management of deferred maintenance is a Departmental priority to ensure completion of needed repairs and prevent further deterioration and unsafe conditions. The DOI prioritizes addressing deferred maintenance/repair needs for mission critical activities. Furthermore, proactive maintenance, replacement of components and colocation of programs and staff in owned facilities will help to reduce future costs.

The DOI conserves the Nation's cultural and heritage sites that reflect a rich and diverse history. The DOI safeguards our heritage for the generations that follow, to better understand our country and learn from our past. Many challenges exist in protecting and maintaining historic and archeological sites, especially with the impacts of weather on fragile sites and structures. Sites are exposed to changing weather conditions that cause damage and deterioration of the structures and sites and some locations are vandalized or accidentally damaged by visitors to federal lands.

The Road Construction Program maintains and operates the 29,000 miles of BIA-owned roads and bridges. These roads and bridges serve as the primary access points to tribal communities, without which critical resources and services would not reach tribal members.

The DOI will continue to improve and provide safe, functional, energy efficient, and universally accessible BIA facilities. The DOI is allocating funds to improve its Bureau of Indian Education (BIE) funded schools, and improve the learning environment of BIE students.

Agency Priority Performance Goal:

- ***By September 30, 2019, the Department of the Interior will improve the condition of its priority real property assets such that 82% are in the desired state of acceptable condition.***

Bureaus/ Offices	Key Performance Indicators	2022 Goal
PAM	Percent of priority assets in acceptable condition (i.e. meet investment objective)	84%
PAM	Amount of priority deferred maintenance (repair) needs/activities addressed (i.e. completed for that year)	\$1.2 billion
NPS	Value of NPS deferred maintenance work orders closed (\$000)	TBD
BIA, BLM, FWS, NPS	Percent of historic structures on DOI inventory in good condition	57%
BIA, BLM, BOR, FWS, NPS	Percent of museum collections on DOI inventory in good condition	59%
BIA, BLM, FWS, NPS	Percent of archaeological sites on DOI inventory in good condition	67%
BOR	Maintain a completion rate of 95% for Safety of Dam recommendations	95%
BIA	Percent of miles of BIA road in acceptable condition based on the Service Level Index	14%
BIA	Percent of BIA bridges in acceptable condition based on the Service Level Index	69%
BIE	Percent of students in BIE school facilities that are in acceptable condition as measured by the Facilities Condition Index	67%

STRATEGY #2: Provide dependable and efficient information technology

Information Management and Technology (IMT) provides modern and secure technology solutions to advance the DOI’s ability to deliver programs and services to the public and our customers. To do so, the DOI must protect its critical information assets from cyber exploitation and attack to ensure that employees and the public can rely on the confidentiality, integrity, and availability of the DOI’s data and information systems. The DOI is implementing advanced technologies that will increase visibility into its IMT environment, improve protections around our high-value information assets, and empower its workforce to better detect, respond, and recover from cyber-attacks and breaches. With a more secure computing environment in place, its employees can more easily obtain the tools and data they need to perform the mission securely efficiently and effectively, anywhere and anytime.

The DOI will continue to deploy and mature Continuous Diagnostics and Mitigation (CDM) capabilities that help to fortify its networks and systems. These capabilities provide the DOI with tools necessary to better identify cybersecurity risks on an ongoing basis, prioritize these risks based upon potential impacts, and enable cybersecurity personnel to mitigate the most significant problems first. Achieving the performance objectives will enable the DOI to meet the requirements of Presidential Executive Order 13800, “Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.” The DOI has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework and will work towards implementing and maturing the set of activities known to be effective in managing cybersecurity risks and that are necessary to achieve

key cybersecurity outcomes that support the following functions: Identify, Protect, Detect, Respond and Recover.

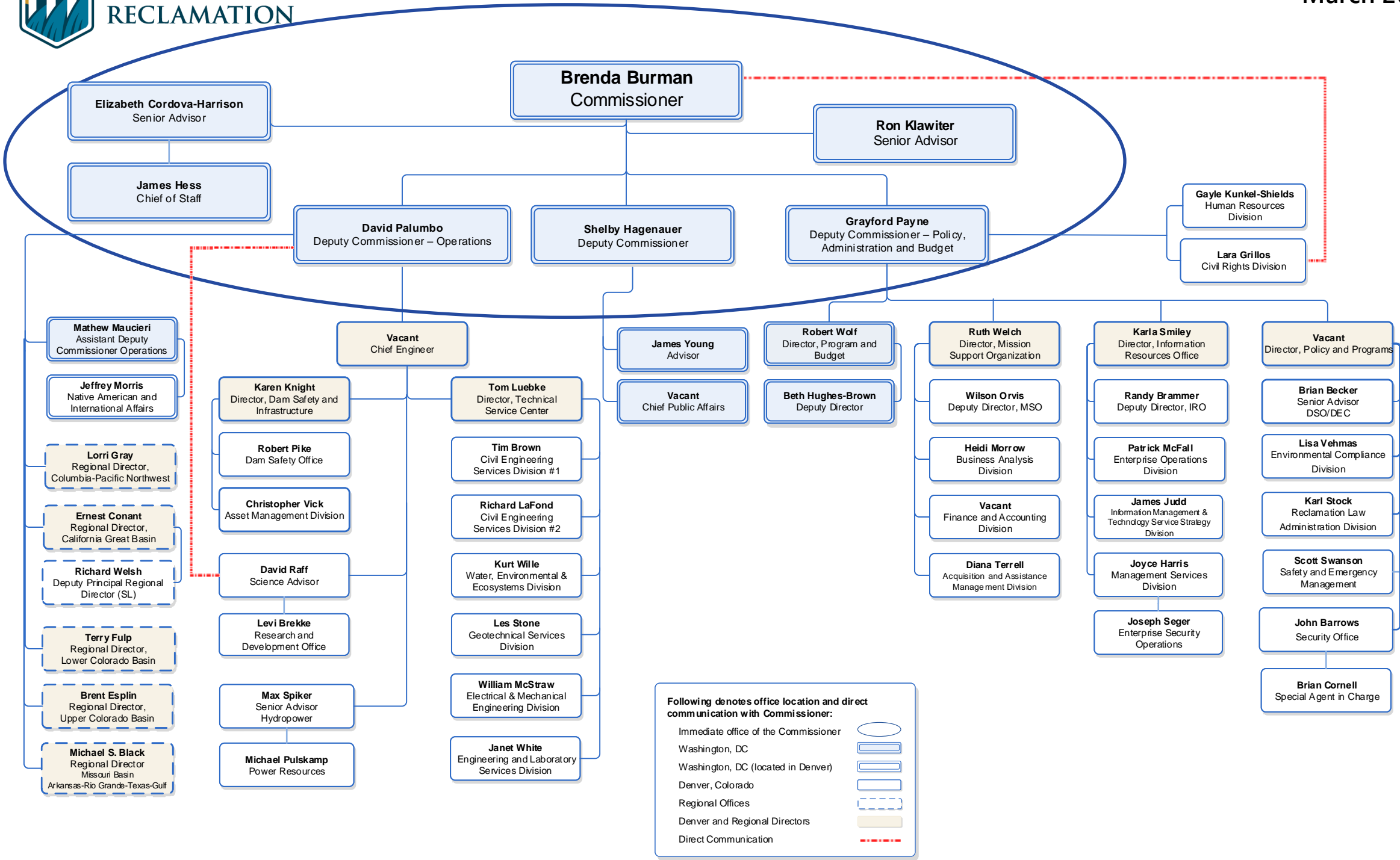
The DOI is working collaboratively with its user community to understand operational needs better in the field, resulting in expanding network capabilities to improve connectivity in remote areas so employees can be as productive as possible. To improve collaboration, the DOI will enhance its Geospatial Platform capabilities, which is an internet-based tool for sharing trusted geospatial data with the public, government agencies, and partners to meet their mission needs. The DOI will also seek to deliver improved services at a lower cost by consolidating and standardizing IT services and systems, including consolidating and optimizing its data center and network operations and standardizing security, customer support, and administrative functions.

Offices	Key Performance Indicator	2022 Goal
PIO	Percent of unclassified network hardware and software assets appropriately authorized and managed	95%
PIO	Percent completion of DOI's Federal Information Technology Acquisition Reform Act (FITARA) Implementation Plan	100%

APPENDIX A – ACRONYMS

APD	Application for Permit to Drill	I-READ	Interior Readiness (index)
APIPA	Association of Pacific Island Public Auditors	LHP	Landslide Hazard Program
APP	Annual Performance Plan	LIDAR	Light Detection And Ranging
APP&R	Annual Performance Plan and Report	LTRO	Land Title and Records Office
APR	Annual Performance Report	MMBF	Million Board Feet
ARPA	Archeological Resources Protection Act	MR&R	Major Rehabilitations and Replacements
AS-IA	Assistant Secretary for Indian Affairs	MRP	Mineral Resource Program
AS-IN	Assistant Secretary for Insular Affairs	MTS	Mineral Tracking System
AS-PMB	Assistant Secretary for Policy, Management, and	NAGPRA	Native American Graves Protection and
	Budget		Repatriation Act
BIA	Bureau of Indian Affairs	NAWQA	National Water Quality Assessment Program
BIE	Bureau of Indian Education	NCGMP	National Geologic Map Database
BLM	Bureau of Land Management	NEPA	National Environmental Policy Act
BOEM	Bureau of Ocean Energy Management	NFHS	National Fish Hatchery System
BOR	Bureau of Reclamation	NHPA	National Historic Preservation Act
BSEE	Bureau of Safety and Environmental	NIBRS	National Incident Based Reporting System
	Enforcement	NIMS	National Incident Management System
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act	NLCD	National Land Cover Database
CFR	Code of Federal Regulations	NOAA	National Oceanic and Atmospheric Administration
CFS	Cubic Foot per Second	NPS	National Park Service
CNMI	Commonwealth of the Northern Mariana Islands	NWRS	National Wildlife Refuge System
CWS	Community Water Systems	O&C	Oregon and California
DOI	Department of the Interior	O&M	Operations and Maintenance
EHP	Earthquake Hazard Program	OCS	Outer Continental Shelf
EPA	Environmental Protection Agency	OEPC	Office of Environmental Policy and Compliance
ERP	Energy Resource Program	OIA	Office of Insular Affairs
FASS-CMS	Financial Assistance and Social Services – Case Management System	OIG	Office of the Inspector General
FCI	Facilities Condition Index	OJS	Office of Justice Services
FRPP	Federal Real Property Profile	OLES	Office of Law Enforcement and Security
FRR	Facility Reliability Rating	OMB	Office of Management and Budget
FWS	Fish and Wildlife Service	OSG	Office of Self-Governance
GAO	Government Accountability Office	OSMRE	Office of Surface Mining Reclamation and Enforcement
GDP	Gross Domestic Product	OST	Office of Special Trustee
GIS	Geographic Information System	ONRR	Office of Natural Resources Revenue
GPRA	Government Performance Results Act	OPM	Office of Personnel Management
GPS	Geospatial Positioning System	OWF	Office of Wildland Fire
HHS	Department of Health and Human Services	PAM	Office of Acquisitions and Property
HMA	Herd Management Area		Management
HPPG	High Priority Performance Goal	PEM	Office of Emergency Management
ICWA	Indian Child Welfare Act	PEP	Office of Environmental Policy and Compliance

IGFOA	Island Government Finance Officers' Association	PFM	Office of Financial Management
		PHR	Office of Human Resources
IIM	Individual Indian Money	PIO	Office of the Chief Information Officer
ILCO	Indian Land Consolidation Office	ROW	Right of Way
ILCP	Indian Land Consolidation Program	SMART	Sustain and Manage America's Resources for Tomorrow
IMARS	Incident Management Analysis Reporting System	SMCRA	Surface Mining Control and Reclamation Act of 1977
		STEM	Science, Technology, Engineering and Mathematics
		T&E	Threatened and Endangered
		TFAS	Trust Financial Accounting System



RECLAMATION

Managing Water in the West

Prevention and Elimination of Harassing Conduct

Implementing Procedures



**U.S. Department of the Interior
Bureau of Reclamation**

April 30, 2018
347

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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 neutral¹, 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. Expediently 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 the Trans-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 1996 (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 that apply.

- 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

BUREAU OF RECLAMATION
Washington, DC 20240



IN REPLY REFER TO:

84-12100
1.2.04

VIA ELECTRONIC MAIL ONLY

Memorandum

To: Director, Talent Management, 1849 C Street, NW, Rm 4328
Washington, DC 20240

Attn: Akia West-Butler

BRYAN

Digitally signed by BRYAN
RAINEY

From: Bryan Rainey

RAINEY

Date: 2021.01.26 11:59:48
-08'00'

Acting Reclamation Human Capital Officer

Subject: Federal Equal Opportunity Recruitment Program Fiscal Year (FY) 2020 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 December 8, 2020. This submission includes our Bureau FY 2020 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 2020, as well as the FY 2021 Diversity and Inclusion Strategic 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

bc: MP-500 (BRainey), 84-12100 (KRose, MSusi)

WBS:MSusi: 1/13/2021:303-445-2131:DCN.BOR0034451

T:current/58000/Policy and Programs/ Policy/ 1.1.02/FEORP/2020

Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report

1. Agency	Bureau of Reclamation	2. FY	2020
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)

Bureau of Reclamation (BOR) continues to post merit promotion and delegated examining vacancies on USAJOBS, reaching multiple veteran eligible individuals. Reclamation also utilizes career fairs, vocational rehabilitation counselors, universities, colleges, trade schools, non-profit veteran organizations, workforce recruitment programs, non-competitive appointments, etc. In a collaborative effort with Civil Rights division and Equal Employment Opportunity office, Reclamation educates hiring managers on the benefits of hiring veterans.

In FY 2020, Reclamation hired 95 30% or more disabled employees, 114 total disabled employees, 43 employees under the VRA eligibility, and 60 employees under the VEOA eligibility.

Reclamation utilizes the Workforce Recruitment Program (WRP) website to identify qualified veterans at management's request to fill vacant positions. The WRP is a great resource for post secondary students and recent graduate veterans.

Creating and maintaining direct communication with more than 30 different Vocational Rehabilitation/non-profit Veteran organizations by creating an electronic mailing and distributing vacancy announcements and helpful recruitment tips.

Reclamation attends career fairs with the local universities and colleges to spark new generation interests. Here are some examples:

1. Gonzaga Career Fair (CF) 10/10/19, an HR Specialist, an Electrical Engineer, and a Supervisory Civil Engineer spoke to computer science majors and a handful of engineer (electrical, civil, mechanical) students; discussed BOR, mission, USAJOBS, building a resume, and job opportunities. 2. University of Idaho CF 2/6/2020, an HR Specialist and an Electrical Engineer spoke to over 40 students in engineering, fish resources, biological engineering, materials sciences and computer sciences; discussed BOR, mission, current/future job postings. 3. Hiring for Hydro/NWHA Conference 2/19/20, an HR Specialist, Supervisory General Engineer, and a Supervisory Mechanical Engineer gave a presentation to 20+ individuals on engineering for hydro and possibilities at BOR. Those individuals had been picked to attend since they were getting engineering degrees and were looking into hydro power and other sustainable power career paths. 4. Montana State University CF 2/20/2020, a HR Specialist and a Supervisory Project Manager attended a career fair geared toward engineering students to promoted current vacancies. 5. FUSE CF 2/27/2020, an HR Specialist, an Electrical Engineer, and a Mechanical Engineer attended a career fair that had 700+ students with various degree programs from area universities; spoke to 50-60 students on BOR's mission, future vacancies and how to apply using USAJOBS.

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)

The Human Resources staff along with the Equal Employment Opportunity staff frequently discuss ways of improving the internal advancement of our veterans and other special programs. In most offices, statistical data is used to measure the recruitment and hiring methods.

Pre-hiring consultations occur with selecting officials for every job announcement with EEO and HR Specialists discussing hiring options. Selecting officials are provided demographic information for underrepresented groups. Efforts are made to expand the area consideration for consideration of applicants under special hiring authorities; such as Veteran's Recruitment Appointment (VRA) and 30% or More Disabled Veteran.

Non-Competitive Hiring Authorities were used to reassign qualified staff to Mission Critical positions within the organization (i.e. Information Technology Specialist).

Establishment of Individual Development Plans (IDPs) for appointed disabled Veterans for proper growth and development within their chosen career fields.

Brown bag training seminars using Teams has been provided to manager and supervisors on Veteran hiring authorities. Some of Reclamation's training is regarding "how to write a Federal resume, how to establish an account on USAJOBS and use profile and search criteria, and how to apply for internal advancement opportunities". Training is also provided for during new employee orientation, new supervisor training, leadership development training, career counseling and development training, technical training, soft skills training, and self-improvement workshops.

Here is an example from one of our office:

In FY20, 17 employees (2 TP veterans) 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. The workshop satisfies the Office of Personnel (OPM) level II and III collaborative competencies in Supervisory Individual Development Plans. The workshop also satisfies the Bureau of Reclamation leadership competencies. Within the workshop, a short-term project takes place during the two months between the week-long classroom seminars. Estimated work hours involve 25-35 hours completed collectively by a team of 4-5 individuals. These short-term projects involved coaching and mentoring from regional managers and involved team review and research to develop solutions. Managers mentored the teams to set desired objectives, to meet outcomes, and prepare an out brief to present to the project sponsors.

In FY20, 12 employees (2 TP veterans, 1 CP 10 percent disabled veteran, and 1 CPS 30 percent or more disabled veteran) 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 and succession planning; classification; recruiting, hiring, and staffing; employee and labor relations; and training and performance.

In FY20, 9 employees (1 TP veteran and 1 CPS 30 percent or more disabled veteran) attended Reclamation Strategies for Successful Supervision (RS3). RS3 is a 40-hour mandatory course for new supervisors which

8. OPM DVAAP Manager Official Use Only: Does agency explain the career advancement methods they have used?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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9. A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated (Attach supporting addendums if needed)

Human Resources, the Diversity Management Team, and the Equal Employment Office continue to monitor, review, and evaluate activities related to hiring of disabled veterans.

Reclamation's statistical monitoring is through the Federal Personnel Payroll System (FPPS) Datamart. Reports are issued to managers quarterly.

Reclamation conducts pre-recruitment consultations with managers/supervisors on all vacant requests as part of Directive and Standards 4-4. Consultations include information about hiring practices, hiring people with disabilities, making hiring decisions that are free from discrimination, veteran's preference, targeted recruitment strategies, and historical applicant trends. Reclamation presents managers with multiple cost-effective options for reaching a diverse talent pool, including full use of special hiring authorities and considerations for veterans. The Workforce Recruitment Program (WRP) was advocated in Pre-Recruitment Consultations with managers as an additional recruitment source.

Training is provided annually on the benefits and advantages of veteran recruitment and hiring through DOI Talent.

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)

With area offices dispersed throughout the Western United States, Reclamation is 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. We continue our efforts to recruit veterans by educating selecting officials on non-competitive appointment authorities, and continuing to foster relationships with veterans' service organizations, and advising veterans of their rights under the appropriate hiring authorities at jobs fairs, outreach meetings, college and university visits, special events, and one-on-one counseling of individuals.

Reclamation continues to take advantage of hiring opportunities to ensure equal access for veterans and disabled veterans to the workforce. Within current hiring constraints, efforts were made to continue to ensure veterans and disabled veterans' full participation. EEO staff, human resource staff, and management officials continued to partner with Disabled Veterans organizations and the local community to improve employment opportunities for disabled veterans.

The DVAAP Accomplishment Report allows for annual monitoring and review of its affirmative action plan and the efforts put in place for recruiting disabled Veterans.

We use the USA Jobs Agency Talent Portal to mine for VRA/30% eligibles.

Statistics

Reclamation employs on average, 11.07% (583 out of 5365) veterans with a service-connected disability of 30% or more.

An example of Reclamation's Challenges:

A Human Resources office may provide customer service to field and area offices geographically dispersed through the Western United States, encompassing all or parts of Arizona, Colorado, Idaho, Nevada, New Mexico, Texas, Utah and Wyoming. The Human Resources office overcomes many obstacles with budget restrictions, time, travel, and adequate Human Resources staff to continually build new alliances with Veteran's Service Organizations throughout our region.

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 <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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**13. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Mark Susi, msusi@usbr.gov, 303-445-2131

Laurie Christopherson, lchristopherson@usbr.gov, 208-378-5169

Jana Reich, jreich@usbr.gov, (406) 247-7727

Carol Avei-Ross, caveiross@usbr.gov, 801-524-3649

Tim Coplin, tcoplin@usbr.gov, 801-524-3624

Jennifer Santiago, Jsantiago@usbr.gov, 702-293-8019

Beal Air Force Base Trans Asst. Coordinator - California: Erika McBribe, erika.mcbribe@navy.mil, 619-532-3140

Creech Air Force Base Family Readiness Center - Nevada: Tonya Sims, tonya.sims@navy.mil, 775-426-3338;

Bob Monteagudo, meril.monteagudo@creech.af.mil, 702-404-0864

Davis Mountain Air Force Base - Arizona: Alicia Ruvalcaba, alicia.ruvalcaba@usmc.mil, 928-269-2680

Edwards Air Force Base Trans. Coordinator - California: Sgt Samuel Flynn, samuel.flynn.1@us.af.mil

Fallon Naval Air Station Fleet and Family Readiness - Nevada:

John Rogers, john.m.rogers1@navy.mil, 775-426-3333

Fort Huachuca - Arizona: Kathy Thompson, katherine.m.thomson.civ@mail.mil, 520-538-5768

Fort Irwin - California:

Tracy Cancer, tracy.cancer@usaf.mil, 520-228-4024;

Silvia Morano, silvia.m.moreno2.civ@mail.mil, 760-380-5165

Luke & Gila Bend Air Force Base - Arizona: Patrick Rewerts, patrick.rewerts@usmc.mil, 760-577-6533

Military Spouses Group Transition & Career Resource Manager:

Amber Briney, amber.briney@us.af.mil, 619-524-1283;

Mina Threat, mina.threat@usmc.mil, 530-634-2862

Nellis Air Force Base - Nevada:

Donald Murray, donald.murry.2@us.af.mil, 702-652-3327

San Diego Marine Corps - California: Tera Banks, theresa.banks@us.af.mil, 530-634-2852

Veteran/Family Readiness - California: Rose Marston, maraston@sonorantechology.com, 623-856-6550

Work for Warriors, Toni Giddens, Program Manager, toni.j.giddons.ctr@mail.mil, 702-632-0551

Yuma Marine Corps Air Station - Arizona: Rosa Dayton, 928-328-2513

Agency Disabled Veterans Affirmative Action Program Accomplishment Report Electronic Reporting Instructions

General Instructions:

1. Complete all items and questions in the forms field.
2. Electronic Requirements – Agency should only submit data for what they have accomplished the previous Fiscal Year in accordance with the minimal requirements of the accomplishment report content from Title 5 CFR Part 720 Subpart C, which is provided on this form.
3. Collection of accomplishment data requires a completed accomplishment report data element that has been recorded throughout the previous Fiscal Year. Accomplishment reports may vary from agency to agency. This form provides conformity and standardization for the minimal required core data. The forms have limited characters so agency may attach addendums when needed, if the form does not allow you to capture the data completely.

DVAAP Accomplishment Report Information

1. **Agency** – Provide the name of the agency.
2. **FY** – Provide the Fiscal Year of which the accomplishment report will be covered under. Examples: 2016.
3. **POC Name** – Provide the name of the point of contact.
4. **Phone** – Provide the phone number of point of contact.
5. **Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled** – Provide methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
6. **Is there an explanation of the recruitment and employment methods they have used?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided an explanation of the recruitment and employment methods they have used.
7. **Methods used to provide or improve internal advancement opportunities for disabled veterans** – Provide methods used to offer or improve internal advancement opportunities for disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement.
8. **Does agency explain the career advancement methods they have used?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency explains the career advancement methods they have used.
9. **A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated** – Provide a description of how the activities of major operating components and field installations were monitored,

reviewed, and evaluated. You may attach supporting addendums if the information provided pertains to the requirement.

- 10. Does agency describe how they monitored, reviewed and evaluated their DVAAP Activities?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of how they monitored, reviewed and evaluated their DVAAP Activities. If applicable, indicate as well for major operating components and field installations.
- 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** - Provide 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 should cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress. You may attach supporting addendums if the information provided pertains to the requirement.
- 12. Did 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?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency explained the progress in implementing DVAAP. If there was no progress, were there reasons for the lack of progress or challenges and specific plans to overcoming their challenges?
- 13. POC's Name, Email, and Phone Number of Operating Components and Field Installations** – If applicable provide Point of contact's name, email, and phone number of operating components and field installations.



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;

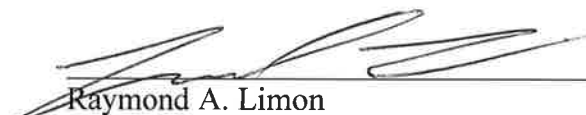
5.5.3. Type of operation, including composition and structure of the workforce; and

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-

- o the individual is an employee of the agency;
- o the individual has a targeted disability;
- o the individual requires the services because of his or her targeted disability;
- o 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
- o 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?

12/14/2017 Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation ...

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). Agencies 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-

- o the requestor is not an employee of the agency;
- o the requestor does not have a targeted disability;
- o the targeted disability does not create a need for PAS;
- o the requester is not able to perform the essential functions of the job, even with PAS and any reasonable accommodations;
- o the requester would create a direct threat to safety on the job, even with PAS and any reasonable accommodations; or
- o 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

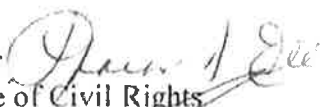
OFFICE OF THE SECRETARY
Washington, DC 20240


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



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: _____

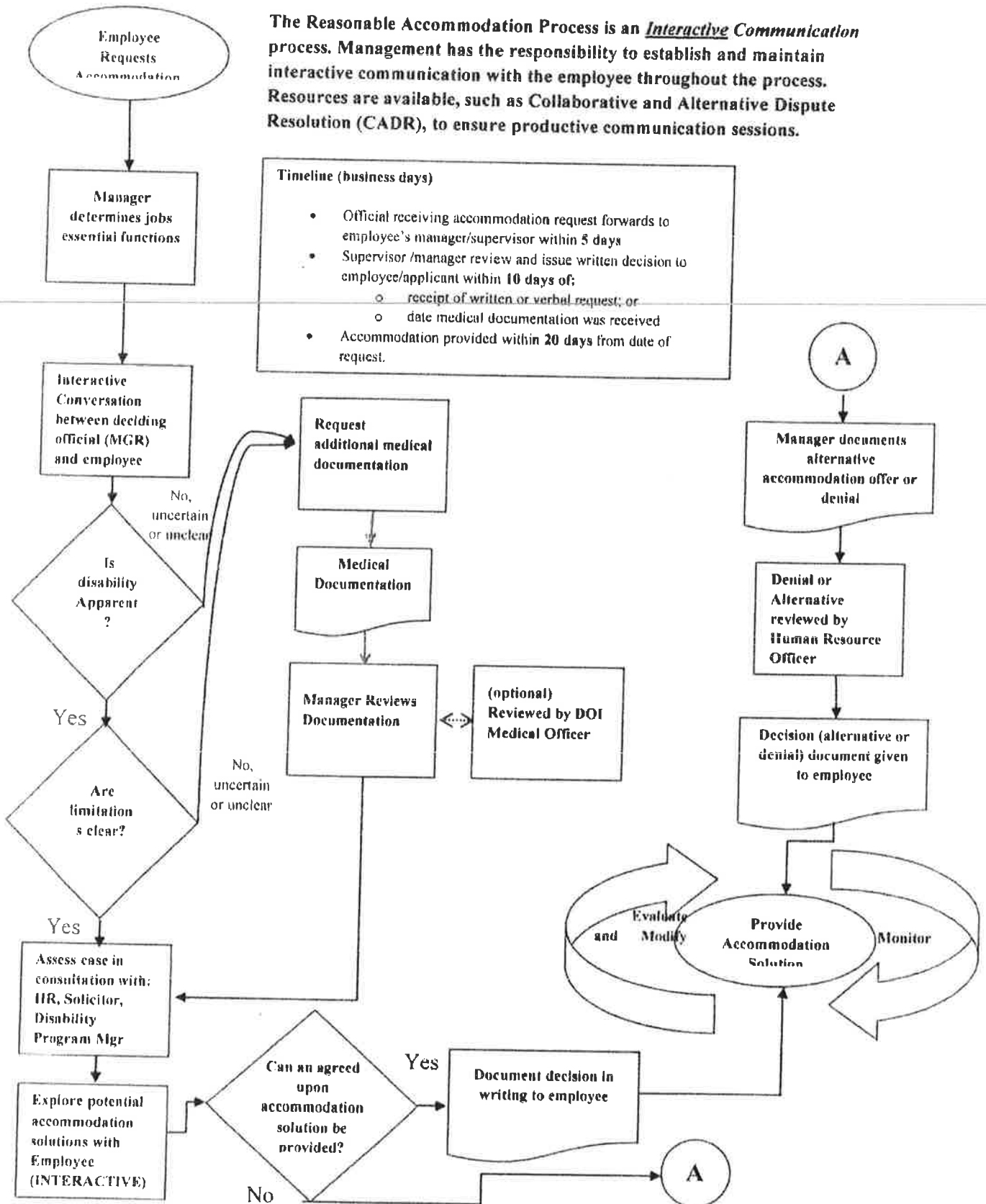
Date: _____

Phone Number: () _____

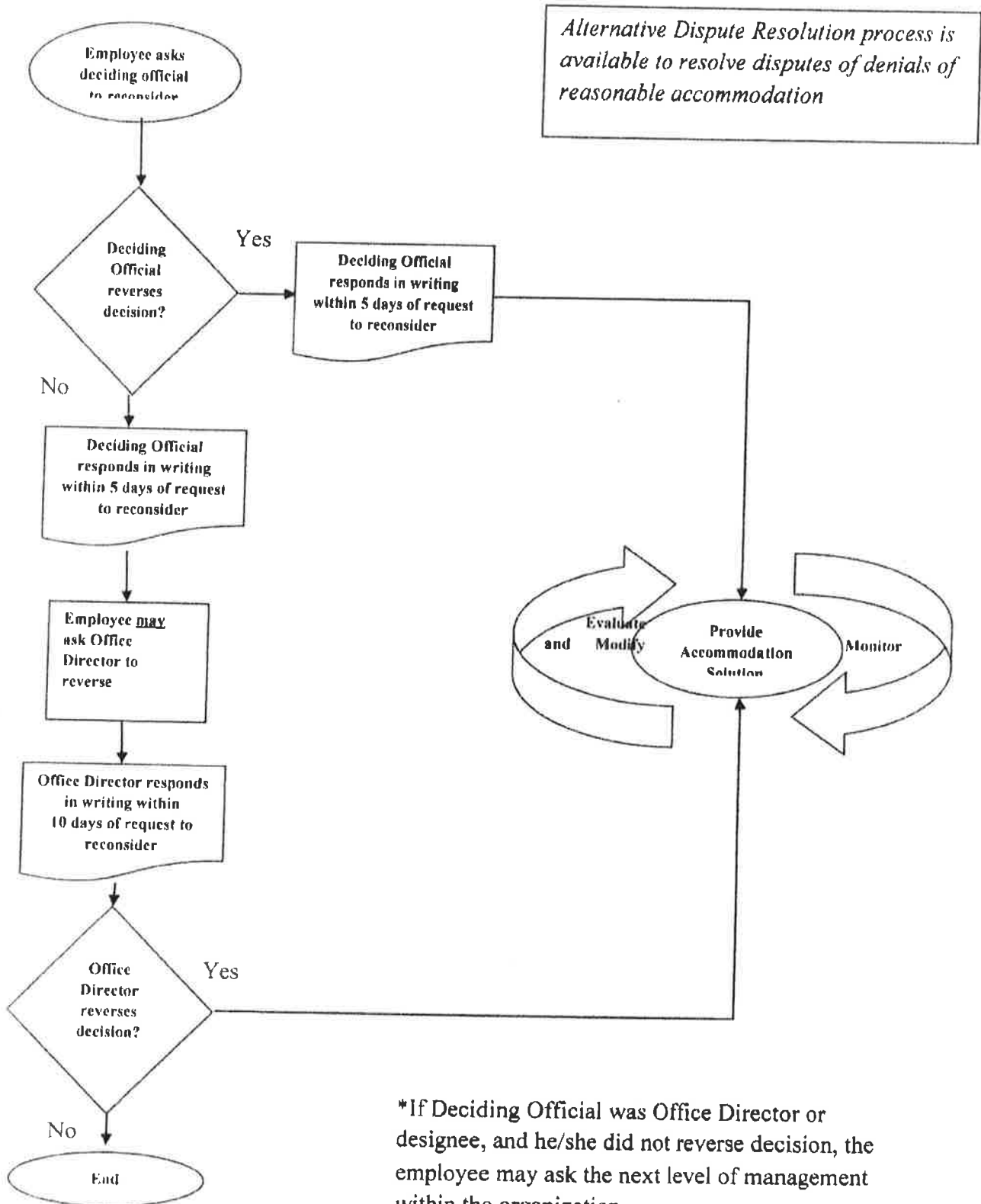
Attachment 4 Process Flow Chart

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



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

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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.

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- (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.

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- (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

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- (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, page 11 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.

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- 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;

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- (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

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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.

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- (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**

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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.

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- (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.

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- (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.

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- (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.

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- (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.

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- 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**.

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- 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.

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- 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

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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.

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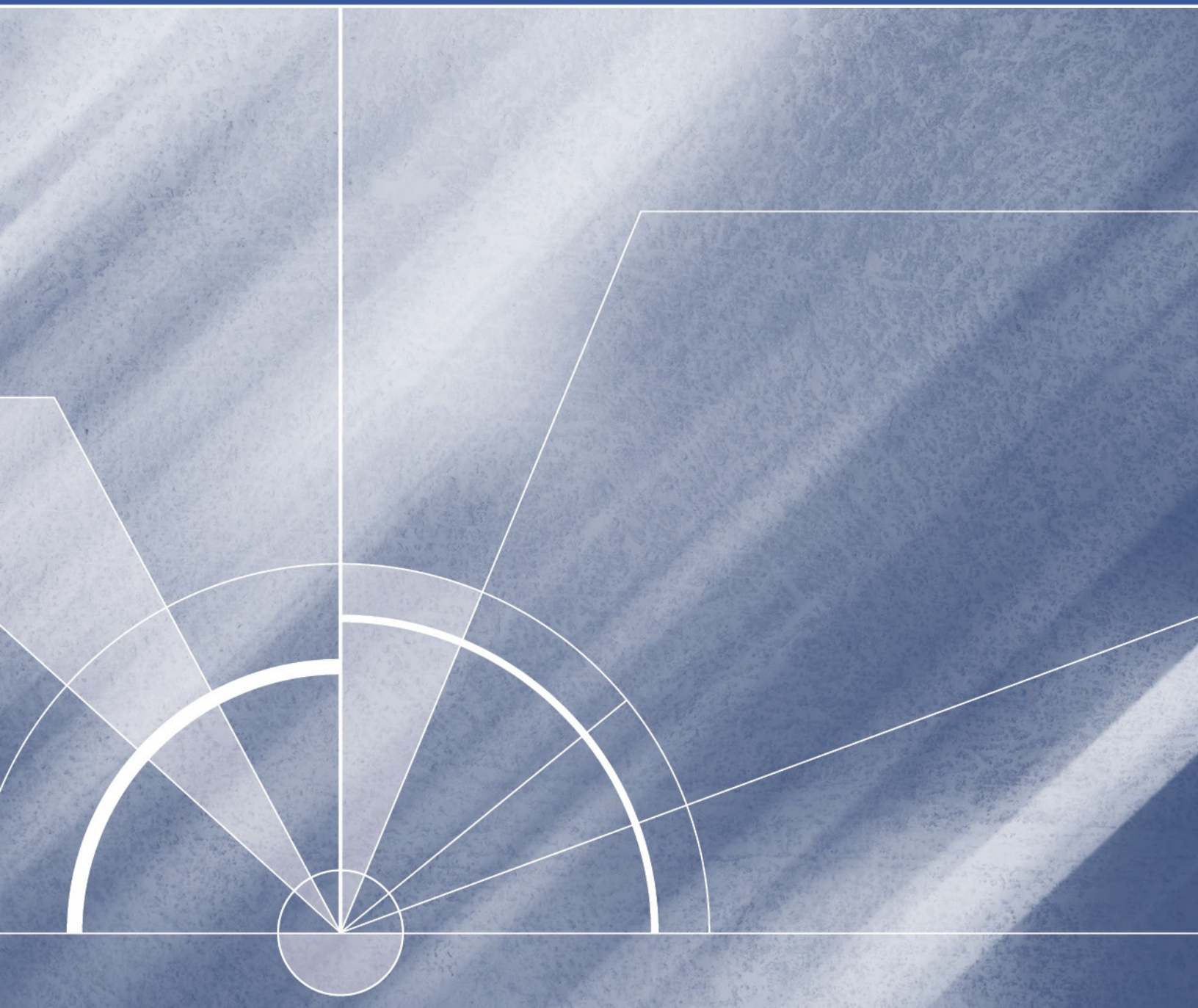
- E. **Job Accommodation Network (JAN)**, telephone number 1-800-526-7234 (Voice/TT), web site: <http://janweb.icdi.wvu.edu/>.
- F. **U.S. Equal Employment Opportunity Commission**, 1-800-669-3362 (Voice), 1-800-800-3302 (TT), web site: www.eeoc.gov.
- (1) The EEOC's Publication Center has many free 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.

2019

Office of Personnel Management 
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 2019 OPM 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	615,395	42.6%
Department of the Interior	26,815	58.0%
Bureau of Reclamation	3,054	61.4%

Your Data

A Microsoft® Excel® file containing your results is embedded in this document. To access the workbook, 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)*, *No Basis to Judge (NBJ)*, *Choose Not to Participate*, *Not Available to Me*, *Unaware of Programs*, or *No Support Required* 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 OPM FEVS results.

Highest Percent Positive

- 96.9% When needed I am willing to put in the extra effort to get a job done. (Q.7)
- 93.3% I am constantly looking for ways to do my job better. (Q.8)
- 90.3% The work I do is important. (Q.13)
- 87.4% My supervisor supports my need to balance work and other life issues. (Q.42)
- 86.8% In the last six months, my supervisor has talked with me about my performance. (Q.50)
- 86.7% I like the kind of work I do. (Q.5)
- 86.6% How would you rate the overall quality of work done by your work unit? (Q.28)
- 86.1% I know how my work relates to the agency's goals. (Q.12)
- 85.2% Employees are protected from health and safety hazards on the job. (Q.35)
- 84.1% My supervisor treats me with respect. (Q.49)

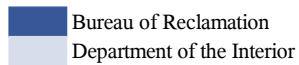
Highest Percent Negative

- 37.7% Pay raises depend on how well employees perform their jobs. (Q.33)
- 33.4% In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
- 29.7% In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)
- 28.8% In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
- 27.6% I believe the results of this survey will be used to make my agency a better place to work. (Q.41)
- 27.4% Promotions in my work unit are based on merit. (Q.22)
- 26.7% I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
- 26.6% How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
- 25.5% Creativity and innovation are rewarded. (Q.32)
- 24.3% How satisfied are you with the information you receive from management on what's going on in your organization? (Q.64)

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 8.





Survey Item	% Positive Response		Difference
I have sufficient resources to get my job done. (Q.9)	56.7%	42.1%	+14.6
My workload is reasonable. (Q.10)	63.7%	49.6%	+14.1
My agency is successful at accomplishing its mission. (Q.39)	82.7%	70.8%	+11.9
I have a high level of respect for my organization's senior leaders. (Q.61)	54.6%	44.8%	+9.8
Senior leaders demonstrate support for Work-Life programs. (Q.62)	65.5%	55.8%	+9.7
My work unit is able to recruit people with the right skills. (Q.21)	51.5%	41.9%	+9.6
How satisfied are you with the policies and practices of your senior leaders? (Q.66)	46.3%	37.4%	+8.9
Considering everything, how satisfied are you with your organization? (Q.71)	67.7%	59.0%	+8.7
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)	43.4%	35.0%	+8.4
My organization's senior leaders maintain high standards of honesty and integrity. (Q.54)	52.0%	43.9%	+8.1

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 8.

 Bureau of Reclamation
 Department of the Interior

<i>Survey Item</i>	<i>% Positive Response</i>	<i>Difference</i>
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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	611,219	67.2%	15.0%	17.8%
Department of the Interior	26,702	69.8%	14.2%	16.1%
Bureau of Reclamation	3,043	74.3%	12.1%	13.6%

2. I have enough information to do my job well.

	N	Positive	Neutral	Negative
Governmentwide	611,571	71.7%	14.2%	14.1%
Department of the Interior	26,616	69.8%	15.4%	14.8%
Bureau of Reclamation	3,032	72.6%	14.9%	12.5%

3. I feel encouraged to come up with new and better ways of doing things.

	N	Positive	Neutral	Negative
Governmentwide	609,335	61.8%	17.2%	21.0%
Department of the Interior	26,577	65.1%	16.1%	18.7%
Bureau of Reclamation	3,023	66.8%	15.6%	17.6%

4. My work gives me a feeling of personal accomplishment.

	N	Positive	Neutral	Negative
Governmentwide	612,601	72.1%	14.5%	13.4%
Department of the Interior	26,710	75.0%	13.4%	11.5%
Bureau of Reclamation	3,042	75.6%	14.1%	10.3%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Governmentwide	612,232	82.7%	11.2%	6.1%
Department of the Interior	26,691	86.1%	9.5%	4.4%
Bureau of Reclamation	3,037	86.7%	9.6%	3.6%

6. I know what is expected of me on the job.

	N	Positive	Neutral	Negative
Governmentwide	612,111	80.6%	10.6%	8.8%
Department of the Interior	26,691	78.3%	12.1%	9.5%
Bureau of Reclamation	3,041	79.7%	11.4%	8.9%

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	612,974	95.6%	2.9%	1.6%
Department of the Interior	26,705	96.0%	2.8%	1.3%
Bureau of Reclamation	3,042	96.9%	2.3%	0.8%

8. I am constantly looking for ways to do my job better.

	N	Positive	Neutral	Negative
Governmentwide	613,544	90.9%	7.3%	1.8%
Department of the Interior	26,735	92.2%	6.6%	1.2%
Bureau of Reclamation	3,046	93.3%	5.3%	1.4%

9. I have sufficient resources (for example, people, materials, budget) to get my job done.

	N	Positive	Neutral	Negative	DNK
Governmentwide	608,706	48.9%	15.7%	35.3%	1,283
Department of the Interior	26,610	42.1%	15.7%	42.2%	39
Bureau of Reclamation	3,034	56.7%	16.7%	26.7%	3

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Governmentwide	609,883	59.2%	15.8%	24.9%	1,025
Department of the Interior	26,564	49.6%	17.3%	33.1%	36
Bureau of Reclamation	3,030	63.7%	15.9%	20.4%	1

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Governmentwide	605,029	61.1%	16.4%	22.5%	2,511
Department of the Interior	26,441	61.9%	16.7%	21.4%	77
Bureau of Reclamation	3,000	65.2%	15.3%	19.5%	14

12. I know how my work relates to the agency's goals.

	N	Positive	Neutral	Negative	DNK
Governmentwide	610,249	85.1%	9.0%	6.0%	1,793
Department of the Interior	26,596	83.6%	9.9%	6.5%	78
Bureau of Reclamation	3,026	86.1%	8.9%	4.9%	7

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	610,355	90.0%	6.8%	3.2%	1,426
Department of the Interior	26,622	90.4%	6.8%	2.8%	52
Bureau of Reclamation	3,033	90.3%	7.2%	2.5%	6

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	610,747	66.4%	14.0%	19.5%	2,784
Department of the Interior	26,661	70.4%	14.0%	15.6%	83
Bureau of Reclamation	3,038	72.5%	13.7%	13.8%	7

15. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide	605,420	71.2%	13.8%	14.9%	7,312
Department of the Interior	26,385	72.4%	14.1%	13.5%	334
Bureau of Reclamation	2,992	74.8%	12.8%	12.4%	45

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Governmentwide	609,583	83.1%	11.3%	5.6%	2,493
Department of the Interior	26,550	82.8%	11.8%	5.5%	124
Bureau of Reclamation	3,019	83.0%	11.6%	5.4%	19

17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	N	Positive	Neutral	Negative	DNK
Governmentwide	589,502	67.2%	16.6%	16.2%	23,195
Department of the Interior	25,669	63.1%	16.9%	20.0%	1,034
Bureau of Reclamation	2,925	65.3%	15.7%	19.0%	111

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Governmentwide	607,831	56.5%	22.0%	21.4%	5,336
Department of the Interior	26,581	55.6%	21.9%	22.4%	143
Bureau of Reclamation	3,025	61.7%	19.7%	18.6%	17

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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	601,212	72.0%	12.7%	15.3%	11,466
Department of the Interior	26,328	73.6%	12.7%	13.7%	399
Bureau of Reclamation	2,999	75.0%	11.8%	13.2%	44

My Work Unit

20. The people I work with cooperate to get the job done.

	N	Positive	Neutral	Negative
Governmentwide	611,209	77.3%	12.1%	10.6%
Department of the Interior	26,683	77.4%	12.0%	10.7%
Bureau of Reclamation	3,039	78.5%	11.3%	10.2%

21. My work unit is able to recruit people with the right skills.

	N	Positive	Neutral	Negative	DNK
Governmentwide	587,463	43.9%	25.2%	30.8%	20,037
Department of the Interior	25,903	41.9%	24.3%	33.8%	686
Bureau of Reclamation	2,961	51.5%	24.5%	24.0%	70

22. Promotions in my work unit are based on merit.

	N	Positive	Neutral	Negative	DNK
Governmentwide	568,300	39.2%	27.7%	33.1%	38,099
Department of the Interior	24,711	41.5%	27.9%	30.6%	1,794
Bureau of Reclamation	2,822	46.0%	26.6%	27.4%	190

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	548,546	33.7%	28.1%	38.2%	58,203
Department of the Interior	23,930	34.9%	28.4%	36.6%	2,597
Bureau of Reclamation	2,717	39.2%	27.4%	33.4%	299

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My Work Unit (continued)

24. In my work unit, differences in performance are recognized in a meaningful way.

	N	Positive	Neutral	Negative	DNK
Governmentwide	571,950	39.2%	28.0%	32.8%	35,377
Department of the Interior	24,794	39.5%	29.2%	31.3%	1,760
Bureau of Reclamation	2,820	44.3%	26.9%	28.8%	204

25. Awards in my work unit depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	568,785	47.8%	24.3%	28.0%	38,317
Department of the Interior	24,607	52.3%	23.4%	24.2%	1,937
Bureau of Reclamation	2,805	55.0%	23.1%	21.9%	217

26. Employees in my work unit share job knowledge with each other.

	N	Positive	Neutral	Negative	DNK
Governmentwide	605,075	76.9%	12.4%	10.6%	2,503
Department of the Interior	26,432	76.3%	12.4%	11.4%	118
Bureau of Reclamation	3,009	76.5%	12.3%	11.3%	13

27. The skill level in my work unit has improved in the past year.

	N	Positive	Neutral	Negative	DNK
Governmentwide	584,115	57.6%	27.0%	15.4%	22,586
Department of the Interior	25,738	57.9%	26.3%	15.7%	808
Bureau of Reclamation	2,931	64.8%	22.6%	12.6%	93

28. How would you rate the overall quality of work done by your work unit?

	N	Positive	Neutral	Negative
Governmentwide	606,946	84.0%	12.9%	3.1%
Department of the Interior	26,553	84.3%	12.6%	3.1%
Bureau of Reclamation	3,019	86.6%	11.1%	2.4%

29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK
Governmentwide	602,007	80.6%	11.9%	7.5%	5,196
Department of the Interior	26,346	80.4%	12.0%	7.7%	220
Bureau of Reclamation	2,996	83.3%	10.5%	6.1%	24

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My Agency

30. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK
Governmentwide	585,857	49.8%	23.7%	26.4%	12,699
Department of the Interior	25,670	48.3%	24.4%	27.2%	624
Bureau of Reclamation	2,935	53.3%	23.3%	23.5%	72

31. Employees are recognized for providing high quality products and services.

	N	Positive	Neutral	Negative	DNK
Governmentwide	587,391	54.4%	21.2%	24.5%	11,018
Department of the Interior	25,744	55.4%	21.3%	23.3%	525
Bureau of Reclamation	2,917	58.5%	21.3%	20.2%	81

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Governmentwide	577,843	44.3%	27.4%	28.2%	17,984
Department of the Interior	25,354	44.8%	28.0%	27.2%	832
Bureau of Reclamation	2,889	46.4%	28.1%	25.5%	108

33. Pay raises depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	557,080	27.8%	28.7%	43.5%	40,868
Department of the Interior	24,213	26.0%	30.9%	43.1%	2,037
Bureau of Reclamation	2,770	28.1%	34.2%	37.7%	225

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	553,893	58.7%	27.2%	14.2%	44,578
Department of the Interior	24,632	55.6%	27.9%	16.5%	1,637
Bureau of Reclamation	2,789	62.7%	26.1%	11.2%	207

35. Employees are protected from health and safety hazards on the job.

	N	Positive	Neutral	Negative	DNK
Governmentwide	590,760	76.7%	13.0%	10.4%	8,514
Department of the Interior	25,981	79.7%	12.3%	7.9%	336
Bureau of Reclamation	2,982	85.2%	8.7%	6.1%	22

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My Agency (continued)

36. My organization has prepared employees for potential security threats.

	N	Positive	Neutral	Negative	DNK
Governmentwide	591,468	79.9%	12.2%	7.9%	5,683
Department of the Interior	25,811	70.3%	17.4%	12.3%	418
Bureau of Reclamation	2,953	74.6%	16.3%	9.2%	44

37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	N	Positive	Neutral	Negative	DNK
Governmentwide	566,071	56.2%	21.2%	22.5%	32,457
Department of the Interior	24,912	56.1%	20.7%	23.3%	1,362
Bureau of Reclamation	2,841	59.6%	20.2%	20.2%	160

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	548,380	70.3%	17.5%	12.1%	48,839
Department of the Interior	24,099	69.9%	17.3%	12.8%	2,136
Bureau of Reclamation	2,767	70.9%	16.3%	12.8%	226

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Governmentwide	589,036	77.3%	15.2%	7.4%	9,565
Department of the Interior	25,820	70.8%	18.7%	10.6%	469
Bureau of Reclamation	2,950	82.7%	12.4%	4.9%	56

40. I recommend my organization as a good place to work.

	N	Positive	Neutral	Negative
Governmentwide	598,080	66.8%	18.8%	14.4%
Department of the Interior	26,278	66.4%	19.4%	14.2%
Bureau of Reclamation	3,001	73.2%	16.0%	10.8%

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	556,743	41.3%	26.9%	31.7%	41,714
Department of the Interior	24,420	38.4%	28.7%	32.9%	1,871
Bureau of Reclamation	2,805	44.7%	27.8%	27.6%	201

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My Supervisor

42. My supervisor supports my need to balance work and other life issues.

	N	Positive	Neutral	Negative	DNK
Governmentwide	593,388	82.1%	9.0%	8.9%	2,930
Department of the Interior	26,120	85.1%	7.7%	7.2%	108
Bureau of Reclamation	2,989	87.4%	6.4%	6.1%	6

43. My supervisor provides me with opportunities to demonstrate my leadership skills.

	N	Positive	Neutral	Negative	DNK
Governmentwide	592,721	70.9%	15.1%	14.0%	3,093
Department of the Interior	26,068	72.3%	14.5%	13.3%	135
Bureau of Reclamation	2,981	72.1%	15.2%	12.8%	10

44. Discussions with my supervisor about my performance are worthwhile.

	N	Positive	Neutral	Negative	DNK
Governmentwide	589,625	68.1%	16.2%	15.7%	5,679
Department of the Interior	25,897	69.1%	15.8%	15.2%	287
Bureau of Reclamation	2,966	71.6%	14.2%	14.2%	25

45. My supervisor is committed to a workforce representative of all segments of society.

	N	Positive	Neutral	Negative	DNK
Governmentwide	552,306	71.9%	19.5%	8.6%	43,178
Department of the Interior	24,086	71.8%	19.8%	8.4%	2,115
Bureau of Reclamation	2,763	73.7%	18.6%	7.7%	230

46. My supervisor provides me with constructive suggestions to improve my job performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide	592,663	67.1%	17.3%	15.6%	3,241
Department of the Interior	26,026	65.6%	18.3%	16.2%	179
Bureau of Reclamation	2,979	68.4%	17.2%	14.3%	15

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Governmentwide	587,801	71.0%	15.6%	13.4%	8,065
Department of the Interior	25,861	73.1%	14.6%	12.2%	335
Bureau of Reclamation	2,968	76.1%	12.5%	11.4%	23

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My Supervisor (continued)

48. My supervisor listens to what I have to say.

	N	Positive	Neutral	Negative
Governmentwide	594,429	79.6%	10.5%	9.9%
Department of the Interior	26,171	79.7%	10.4%	10.0%
Bureau of Reclamation	2,990	80.3%	9.8%	9.9%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Governmentwide	594,280	84.3%	8.5%	7.1%
Department of the Interior	26,156	83.6%	8.6%	7.8%
Bureau of Reclamation	2,988	84.1%	7.1%	8.8%

50. In the last six months, my supervisor has talked with me about my performance.

	N	Positive	Neutral	Negative
Governmentwide	594,433	82.0%	8.6%	9.4%
Department of the Interior	26,168	82.3%	8.4%	9.3%
Bureau of Reclamation	2,989	86.8%	7.4%	5.8%

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Governmentwide	594,262	72.0%	14.2%	13.8%
Department of the Interior	26,166	71.1%	14.5%	14.3%
Bureau of Reclamation	2,989	73.7%	12.9%	13.4%

52. Overall, how good a job do you feel is being done by your immediate supervisor?

	N	Positive	Neutral	Negative
Governmentwide	594,144	74.1%	15.8%	10.1%
Department of the Interior	26,155	72.9%	16.3%	10.8%
Bureau of Reclamation	2,988	75.3%	14.2%	10.5%

Leadership

53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

	N	Positive	Neutral	Negative	DNK
Governmentwide	576,889	45.0%	24.0%	31.1%	13,376
Department of the Interior	25,348	35.0%	25.5%	39.5%	699
Bureau of Reclamation	2,882	43.4%	26.9%	29.7%	97

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Leadership (continued)

54. My organization's senior leaders maintain high standards of honesty and integrity.

	N	Positive	Neutral	Negative	DNK
Governmentwide	553,779	56.1%	23.1%	20.8%	36,043
Department of the Interior	24,238	43.9%	25.9%	30.2%	1,771
Bureau of Reclamation	2,766	52.0%	24.6%	23.4%	212

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Governmentwide	558,822	70.2%	18.6%	11.2%	28,605
Department of the Interior	24,211	66.7%	21.3%	12.0%	1,685
Bureau of Reclamation	2,797	70.6%	18.4%	11.0%	174

56. Managers communicate the goals of the organization.

	N	Positive	Neutral	Negative	DNK
Governmentwide	580,748	64.6%	18.6%	16.8%	7,863
Department of the Interior	25,553	58.2%	21.0%	20.7%	391
Bureau of Reclamation	2,928	61.8%	19.6%	18.5%	42

57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	N	Positive	Neutral	Negative	DNK
Governmentwide	553,057	63.9%	21.6%	14.5%	36,249
Department of the Interior	23,973	56.5%	25.3%	18.1%	2,013
Bureau of Reclamation	2,713	62.4%	22.8%	14.8%	262

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

	N	Positive	Neutral	Negative	DNK
Governmentwide	570,161	57.7%	20.5%	21.8%	19,711
Department of the Interior	25,186	53.0%	22.1%	24.9%	839
Bureau of Reclamation	2,875	56.1%	21.0%	22.9%	104

59. Managers support collaboration across work units to accomplish work objectives.

	N	Positive	Neutral	Negative	DNK
Governmentwide	566,154	61.3%	20.3%	18.4%	20,010
Department of the Interior	25,039	58.4%	21.1%	20.5%	884
Bureau of Reclamation	2,869	60.9%	19.8%	19.3%	99

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Leadership (continued)

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	557,336	62.5%	21.4%	16.1%	31,586
Department of the Interior	24,524	58.7%	23.4%	17.9%	1,455
Bureau of Reclamation	2,820	63.7%	19.9%	16.4%	158

61. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK
Governmentwide	579,632	57.2%	22.6%	20.2%	8,840
Department of the Interior	25,450	44.8%	26.9%	28.3%	518
Bureau of Reclamation	2,907	54.6%	24.3%	21.2%	68

62. Senior leaders demonstrate support for Work-Life programs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	541,505	58.8%	24.0%	17.2%	46,639
Department of the Interior	23,002	55.8%	27.3%	17.0%	2,980
Bureau of Reclamation	2,693	65.5%	23.6%	10.9%	280

My Satisfaction

63. How satisfied are you with your involvement in decisions that affect your work?

	N	Positive	Neutral	Negative
Governmentwide	585,087	54.8%	21.9%	23.3%
Department of the Interior	25,896	54.9%	21.4%	23.7%
Bureau of Reclamation	2,969	60.0%	19.3%	20.7%

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	584,983	52.3%	22.4%	25.3%
Department of the Interior	25,859	48.9%	23.5%	27.5%
Bureau of Reclamation	2,965	52.6%	23.1%	24.3%

65. How satisfied are you with the recognition you receive for doing a good job?

	N	Positive	Neutral	Negative
Governmentwide	584,700	53.4%	22.5%	24.1%
Department of the Interior	25,852	55.5%	22.8%	21.7%
Bureau of Reclamation	2,964	59.7%	22.3%	18.0%

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My Satisfaction (continued)

66. How satisfied are you with the policies and practices of your senior leaders?

	N	Positive	Neutral	Negative
Governmentwide	584,390	46.8%	28.4%	24.8%
Department of the Interior	25,849	37.4%	31.2%	31.3%
Bureau of Reclamation	2,961	46.3%	31.0%	22.7%

67. How satisfied are you with your opportunity to get a better job in your organization?

	N	Positive	Neutral	Negative
Governmentwide	584,169	40.7%	27.0%	32.3%
Department of the Interior	25,835	39.0%	28.8%	32.3%
Bureau of Reclamation	2,966	44.9%	28.4%	26.6%

68. How satisfied are you with the training you receive for your present job?

	N	Positive	Neutral	Negative
Governmentwide	584,592	56.7%	22.3%	21.1%
Department of the Interior	25,863	57.4%	22.5%	20.1%
Bureau of Reclamation	2,966	62.5%	19.1%	18.4%

69. Considering everything, how satisfied are you with your job?

	N	Positive	Neutral	Negative
Governmentwide	584,624	68.6%	16.5%	14.9%
Department of the Interior	25,885	68.8%	16.5%	14.7%
Bureau of Reclamation	2,966	73.4%	14.5%	12.1%

70. Considering everything, how satisfied are you with your pay?

	N	Positive	Neutral	Negative
Governmentwide	584,219	63.3%	16.2%	20.5%
Department of the Interior	25,807	63.6%	16.4%	20.0%
Bureau of Reclamation	2,958	68.5%	15.4%	16.1%

71. Considering everything, how satisfied are you with your organization?

	N	Positive	Neutral	Negative
Governmentwide	581,919	61.0%	20.1%	18.9%
Department of the Interior	25,765	59.0%	21.4%	19.6%
Bureau of Reclamation	2,957	67.7%	18.8%	13.5%

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Performance

72. Currently, in my work unit poor performers usually:

	N	Remain In Work Unit And Improve Over Time	Remain In Work Unit And Continue To Under-perform	Leave Work Unit - Removed or Transferred	Leave Work Unit - Quit	No Poor Performers In Work Unit	Do Not Know
Governmentwide	461,560	17.1%	55.5%	8.1%	2.1%	17.1%	123,151
Department of the Interior	20,937	15.4%	51.7%	7.5%	3.0%	22.3%	4,939
Bureau of Reclamation	2,354	17.7%	48.8%	8.1%	3.3%	22.2%	605

Partial Government Shutdown

73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 - January 25, 2019) on your working/pay status?

	N	No Impact On Working/Pay Status	No Work And No Pay Until After Shutdown	Worked Some But No Pay Until After Shutdown	Worked Entire Shutdown But No Pay Until After	Other
Governmentwide	583,875	53.7%	18.2%	6.7%	17.3%	4.1%
Department of the Interior	25,849	17.4%	57.8%	13.1%	6.8%	4.9%
Bureau of Reclamation	2,964	92.8%	2.0%	0.2%	1.0%	4.0%

74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?

	N	No Impact	Slightly Negative Impact	Moderately Negative Impact	Very Negative Impact	Extremely Negative Impact
Governmentwide	576,262	44.9%	16.0%	16.7%	12.1%	10.3%
Department of the Interior	25,069	14.9%	14.3%	26.6%	24.6%	19.5%
Bureau of Reclamation	2,952	51.6%	23.0%	16.7%	5.9%	2.7%

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Partial Government Shutdown (continued)

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)

	N	Unmanage-able Workload	Missed Deadlines	Unrecover-able Loss of Work	Reduced Customer Service	Delayed Work
Governmentwide	324,309	29.6%	45.8%	20.7%	47.9%	66.7%
Department of the Interior	21,239	48.3%	71.6%	38.6%	60.3%	85.1%
Bureau of Reclamation	1,432	9.8%	35.3%	11.2%	46.2%	71.7%

If the response to item 74 was "It had no impact", item 75 was skipped.

(continued)

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) (continued)

	N	Reduced Work Quality	Cutback Of Critical Work	Time Lost Restarting Work	Unmet Statutory Requirements	Other
Governmentwide	324,309	31.9%	25.4%	42.0%	12.4%	27.3%
Department of the Interior	21,239	38.4%	35.5%	67.3%	17.9%	17.5%
Bureau of Reclamation	1,432	16.1%	15.4%	27.6%	9.4%	27.3%

If the response to item 74 was "It had no impact", item 75 was skipped.

76. Are you looking for another job because of the partial government shutdown?

	N	Looking Specifically Because Of Shutdown	Looking But Shutdown Is Only One Of The Reasons	Looking But Shutdown Had No Influence	Not Looking Currently
Governmentwide	579,912	1.5%	8.0%	19.8%	70.7%
Department of the Interior	25,699	1.8%	11.0%	16.8%	70.5%
Bureau of Reclamation	2,945	0.8%	4.3%	21.9%	73.0%

77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.

	N	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Support Required
Governmentwide	464,251	23.9%	40.3%	22.0%	7.7%	6.1%	117,730
Department of the Interior	24,076	20.4%	42.7%	21.1%	9.2%	6.6%	1,735
Bureau of Reclamation	1,825	27.8%	42.7%	24.0%	3.6%	1.9%	1,127

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Work-Life

78. Please select the response below that BEST describes your current teleworking schedule.

	N	Very Infrequently	Telework			
			Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
Governmentwide	579,351	14.5%	5.9%	15.9%	5.2%	2.0%
Department of the Interior	25,750	23.6%	9.5%	17.0%	3.5%	2.4%
Bureau of Reclamation	2,961	31.1%	11.5%	14.8%	1.9%	1.6%

(continued)

78. Please select the response below that BEST describes your current teleworking schedule. (continued)

	N	Must Be Physically Present	Do Not Telework		
			Technical Issues	Not Approved To Telework	Choose Not To Telework
Governmentwide	579,351	27.0%	3.5%	13.5%	12.5%
Department of the Interior	25,750	18.5%	2.8%	8.6%	14.2%
Bureau of Reclamation	2,961	18.1%	2.6%	6.1%	12.4%

79. How satisfied are you with the Telework program in your agency?

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Department of the Interior	19,490	64.7%	22.3%	13.0%	1,827	4,065	359
Bureau of Reclamation	2,378	64.7%	22.2%	13.1%	131	422	23

80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):

	N	Alternative Work Schedules	Health and Wellness Programs	Employee Assistance Program - EAP	Child Care Programs	Elder Care Programs	None Listed
Department of the Interior	25,599	59.9%	28.7%	9.5%	2.7%	0.2%	28.9%
Bureau of Reclamation	2,932	42.6%	36.3%	9.2%	3.0%	0.3%	37.3%

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Work-Life (continued)

81. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	410,019	77.9%	15.2%	6.9%	71,628	75,146	22,071
Department of the Interior	20,989	82.8%	12.5%	4.7%	2,292	1,920	479
Bureau of Reclamation	2,229	73.6%	19.3%	7.1%	331	318	70

82. How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	387,606	65.8%	26.8%	7.4%	98,937	44,796	45,335
Department of the Interior	17,572	60.8%	30.1%	9.1%	3,707	2,519	1,751
Bureau of Reclamation	2,313	66.0%	26.8%	7.2%	402	111	108

83. How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	282,014	45.4%	49.0%	5.7%	221,222	15,633	56,971
Department of the Interior	13,892	44.3%	48.6%	7.1%	9,515	401	1,725
Bureau of Reclamation	1,710	47.0%	47.9%	5.1%	1,020	47	161

84. How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	190,221	31.2%	62.6%	6.2%	248,558	65,987	70,671
Department of the Interior	7,565	24.7%	67.4%	7.8%	10,387	4,298	3,231
Bureau of Reclamation	992	26.4%	66.9%	6.7%	1,227	370	341

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Work-Life (continued)

85. How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	158,590	21.6%	74.1%	4.3%	244,230	59,125	111,402
Department of the Interior	6,365	16.3%	78.5%	5.2%	10,337	3,733	4,965
Bureau of Reclamation	872	19.3%	75.7%	5.0%	1,229	317	500

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My Employment Demographics

Where do you work?

	%
Headquarters	40.0%
Field	60.0%

What is your supervisory status?

	%
Senior Leader	0.7%
Manager	6.8%
Supervisor	12.3%
Team Leader	15.0%
Non-Supervisor	65.2%

What is your pay category/grade?

	%
Federal Wage System	4.5%
GS 1-6	6.2%
GS 7-12	55.9%
GS 13-15	21.1%
Senior Executive Service	0.4%
Senior Level (SL) or Scientific or Professional (ST)	0.1%
Other	11.9%

What is your US military service status?

	%
No Prior Military Service	67.4%
Currently in National Guard or Reserves	1.4%
Retired	8.0%
Separated or Discharged	23.3%

Note: Percentages for demographic questions are unweighted.

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My Employment Demographics (continued)

How long have you been with the Federal Government (excluding military service)?

	%
Less than 1 year	2.2%
1 to 3 years	13.8%
4 to 5 years	9.2%
6 to 10 years	23.4%
11 to 14 years	14.7%
15 to 20 years	14.4%
More than 20 years	22.3%

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

	%
Less than 1 year	3.8%
1 to 3 years	24.5%
4 to 5 years	13.2%
6 to 10 years	21.1%
11 to 14 years	11.4%
15 to 20 years	11.4%
More than 20 years	14.7%

Are you considering leaving your organization within the next year, and if so, why?

	%
No	68.2%
Yes, to retire	4.9%
Yes, to take another job within the Federal Government	18.8%
Yes, to take another job outside the Federal Government	3.4%
Yes, other	4.7%

I am planning to retire:

	%
Within one year	3.6%
Between one and three years	9.8%
Between three and five years	10.0%
Five or more years	76.6%

Note: Percentages for demographic questions are unweighted.

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My Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

	%
Yes	11.3%
No	88.7%

Please select the racial category or categories with which you most closely identify.

	%
White	86.7%
Black or African American	2.6%
All other races	10.7%

What is your age group?

	%
29 years and under	5.7%
30-39 years old	23.5%
40-49 years old	26.5%
50-59 years old	30.0%
60 years or older	14.3%

What is the highest degree or level of education you have completed?

	%
Less than High School/ High School Diploma/ GED	5.3%
Certification/ Some College/ Associate's Degree	29.3%
Bachelor's Degree	38.2%
Advanced Degrees (Post Bachelor's Degree)	27.2%

Are you an individual with a disability?

	%
Yes	16.6%
No	83.4%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.

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My Personal Demographics (continued)

Are you:

	%
Male	65.0%
Female	35.0%

Are you transgender?

	%
Yes	0.4%
No	99.6%

Which one of the following do you consider yourself to be?

	%
Straight, that is not gay or lesbian	95.2%
Gay or Lesbian	1.5%
Bisexual	1.3%
Something else	2.0%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.