

RECLAMATION

Managing Water in the West

Equal Employment Opportunity, Management Directive 715

FY 2022 Accomplishments and FY 2023 Plan



— BUREAU OF —
RECLAMATION

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

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	5115	126	5241

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

Agency Leadership	Name	Title
Head of Agency	Camille Calimlim Touton	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-15	303-445-3012	lgrillos@usbr.gov
Affirmative Employment Program Manager	Eric Carty	MD-715 and Disability Program Manager	0260	GS-13	303-445-2441	ecarty@usbr.gov

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EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Complaint Processing Program Manager	Sherilyn Rogers O’Gorman	Complaints Manager	0260	GS-14	303-445-3686	srogersogorman@usbr.gov
Diversity & Inclusion Officer	Jamar Fowler	Inclusive Cultural Strategist	0260	GS-13	303-445-3680	jfowler@usbr.gov
Hispanic Program Manager (SEPM)	Jamar Fowler	Inclusive Cultural Strategist	0260	GS-13	303-445-3680	jfowler@usbr.gov
Women's Program Manager (SEPM)	Jamar Fowler	Inclusive Cultural Strategist	0260	GS-13	303-445-3680	jfowler@usbr.gov
Disability Program Manager (SEPM)	Jamar Fowler	Inclusive Cultural Strategist	0260	GS-13	303-445-3680	jfowler@usbr.gov
Special Placement Program Coordinator (Individuals with Disabilities)	Christine Dzedzina	Human Resources Specialist	0201	GS-13	303-445-2621	cdzedzina@usbr.gov
African American Program Manager (SEPM)	Jamar Fowler	Inclusive Cultural Strategist	0260	GS-13	303-445-3680	jfowler@usbr.gov
Reasonable Accommodation Program Manager	Kellyanne Litton	Human Resource Specialist	0201	GS-13	303-445-2025	klitton@usbr.gov

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EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
ADR Program Manager	Sherilyn Rogers O’Gorman	Complaints Manager	0260	GS-14	303-445-3686	srogersogorman@usbr.gov
Compliance Manager	Sherilyn Rogers O’Gorman	Complaints Manager	0260	GS-14	303-445-3686	srogersogorman@usbr.gov
Principal MD-715 Preparer	Eric Carty	MD-715 and Disability Program Manager	0260	GS-13	303-445-2441	ecarty@usbr.gov
Public Civil Rights Program Manager	Brian Lawler	Public Civil Rights Program Manager	0360	GS-13	303-445-3515	blawler@usbr.gov
Outreach and Recruiting Program Manager	Lavell Merritt	Diversity Outreach Program Manager	0260	GS-13	303-445-3688	lmerritt@usbr.gov
Other EEO Staff	Richard Taylor	EEO Specialist	0360	GS-13	303-445-3682	rtaylor@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.

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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 and Arkansas-Rio Grande-Texas Gulf 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	No	
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.

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Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	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

Agency Overview

The Bureau of Reclamation is a contemporary water management agency and the largest water wholesaler in the United States. The agency's 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. The organization delivers water to more than 31 million people. It provides one in 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 provide more than 40 billion kilowatt hours annually, generating nearly one billion dollars in power revenues and producing enough electricity to power 3.5 million homes.

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Operational oversight and strategy development for Reclamation's critical programs and projects is primarily executed by Denver, Colorado, and Washington, DC offices. Management of Reclamation's water resources activities in the 17 Western States is conducted by five Regional Offices 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. Reclamation's unique mission to deliver, conserve, recycle, and reuse water, while protecting the environment and the public's investment in infrastructure, requires employees who perform administrative and technical activities both in traditional office settings and in unconventional remote outdoor work environments. At the close of FY 2022, Reclamation's mission was accomplished by approximately 5250 permanent and temporary employees. The agency's ability to achieve its mission and build and maintain strong partnerships and collaborations with other Federal agencies, academia, industry, organizations, States and local governments, Tribes, indigenous peoples, and insular communities depends on the diverse group of employees within the Reclamation workplace.

In or around 2019, Reclamation formed a cross-functional, enterprise-wide team to promote an inclusive and equitable culture. The Reclamation Diversity, Equity, Inclusion, and Accessibility (DEIA) Council (Council) comprises representatives from each region and Denver Directorate, as well as the Chief of Staff and a representative from Public Affairs, Human Resources, Civil Rights, and the Diversity Change Agents. This group of collateral duty senior executives, supervisors, and non-supervisory staff is charged with removing barriers to achieve equity and ensuring our physical and digital spaces are fully accessible to people with disabilities.

The Council partners with CRD to guide the agency's DEIA policy and operational management initiatives, goals, and priorities to support and align with the Administration's DEIA executive orders. The current Presidential Administration has issued a series of DEIA-centric executive orders that address internal and external-facing priorities. These directives require Reclamation to embed DEIA principles in all facets of operations, including the agency's comprehensive strategic planning and decision-making processes. Historically, Reclamation has siloed the administration of DEIA-related programs in CRD and regional Equal Employment Opportunity (EEO) offices. Reclamation formed the Council to facilitate these advocates coordinating and implementing the organization's DEIA goals across mission areas and operational functions.

In 2022, the Council revised its scope to serve primarily as an advisory body. Professionals in Civil Rights and Human Resources implement the Council's recommendations in the diversity and inclusion community of practice and sphere of influence. Reclamation also leverages front-line, grassroots feedback from a working group of collateral duty colleagues led by CRD to examine anomalies in workplace policies, procedures, and practices that may inhibit equal employment opportunity.

General Agency Performance

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Over the past several decades, Reclamation's technical programs have increased in operational importance and visibility. Construction and maintenance, water management, and environmental monitoring have been mainstays of mission priorities. Over the past few years, Reclamation has acknowledged that the organization's EEO receptiveness is a leading indicator of employment conditions. During this time, Reclamation has maintained a solid EEO-supportive culture for continuing an affirmative program that promotes equal opportunity and identifies and eliminates discriminatory workplace practices and policies. Agency leaders, equal employment opportunity professionals, human capital practitioners, hiring managers, learning and development experts, and other staff have engaged in numerous and varied efforts to increase diversity and build an inclusive workplace culture. The mixed bag of results of such targeted and dedicated behavior has shown promise and setbacks in yielding significant and sustainable increases in demographic representation among Reclamation's labor force.

Reclamation's approach to assessing the effectiveness of its affirmative employment programs is rooted in statistical data and objective facts. The organization's self-assessment of its equal employment opportunity programs is collaborative, as various internal stakeholders contribute to the qualitative and quantitative data collected and analyzed. Further, the agency is developing improved coordination tactics among interdisciplinary groups to reorient efforts, energy, and resources to achieve and maintain a model employer status free of illegal discrimination.

MD-715 Report Overview

The MD-715 Report is a high-level overview and baseline assessment of the proactive EEO measures Reclamation introduced throughout FY 2022 to identify and eliminate barriers to employment. The Equal Employment Opportunity Commission identifies six essential elements for a model EEO program, as described in the MD-715 Report:

(1) Demonstrated Commitment from Agency Leadership; (2) Integration of EEO into the Agency's Strategic Mission; (3) Management and Program Accountability; (4) Proactive Prevention of Unlawful Discrimination; (5) Efficiency; and (6) Responsiveness and Legal Compliance.

These elements align with the Department of the Interior's FY 2018 - 2022 Department Strategic Plan (DSP), the Department of the Interior's Annual Performance Plan (DAPP), and the Government Performance Results Act- Modernization Act. The strategies, milestones, performance measures, and metrics identified in this MD-715 Report, directly and indirectly, support the mission and goals outlined within the DSP and DAPP (e.g., DSP Mission Area 6: Modernizing Our Organization and Infrastructure for the Next 100 Years, Goal #1 (Align DOI Organizational Structure to Improve Partnership Engagement and Mission Delivery; Strategy #2 (Improve strategic hiring, placement and retention efforts to ensure mission-critical service delivery through data-driven processes and increased employee engagement efforts). Moreover, the MD-715 Report outlines Reclamation's vulnerabilities in thwarting potential workplace discriminatory conditions and the

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organization's strategies to support its continued commitment to EEO program responsibilities under 29 CFR § 1614.102. By self-assessing Reclamation's organizational, managerial, and human factors that affect workplace conditions, the EEO culture may help to identify workplace impediments to employment before these obstacles result in discrimination. Also, the assessment may facilitate Reclamation in establishing a baseline measure for continual improvement and efficacy of corrective action undertaken over time.

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/0260/15, 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: 2023.04.17 10:26:52 -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.

MARIACAMILLE TOUTON Digitally signed by
MARIACAMILLE TOUTON
Date: 2023.04.18 14:38:25
-04'00'

Signature of Agency Head or Agency Head Designee

Date

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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.

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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		Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
 Measures				
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 September 21, 2022	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		Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
 Measures				
A.2	A.2 – The agency has communicated EEO policies and procedures to all employees.			
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 policy posted on Reclamation Intranet Anti-Harassment Employee Corner (https://intra.usbr.gov/anti-	New

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			harassment/employee.html)	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	Employees are first notified of their right to request a reasonable accommodation via the job vacancy announcement. Once employees onboard, they are given further education through New Employee Orientation and via ad hoc education provided by supervisors, Human Resources, and the Reasonable Accommodation Coordinators.	
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		
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/r/ecman/hrm/hrm06-01.pdf . BOR references the below link on their Regional HR intranet webistes. https://www.doi.gov/pmb/hr/accommodations#:~:text=The%20Department%20of%20t	A.3.c

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			<u>he%20Interior,undue%20hardship%20on%20the%20DOI</u>	
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	Employees are notified during New Employee Orientation (NEO) and new supervisor training; in annual EEO policy statement memorandum; in mandatory EEO training for employees (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	Employees are notified during NEO, new supervisor training, RS3 training, ad hoc training with HR and EEO practitioners, visits with our Ombuds or ADR Coordinator, and via Regional intranet websites. Finally, in FY 2023, CRD developed ADR training for experienced supervisors as part of its training inventory.	New
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	Employees are notified during NEO and new supervisor training, employee	New





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			relations, ethics, and formal EEO trainings conducted at least annually, ad hoc training, RS3 training, and via regional intranet websites.	
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	All employees have been registered for Prevention and Elimination of Harassing Conduct in DOI Talent. In addition to the new mandatory training, employees are briefed via the New Employee Orientation, RS3 training, ad hoc HR training, and via Regional intranet websites.	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	All employees have been registered for Prevention and Elimination of Harassing Conduct in DOI Talent. In addition to the new mandatory training, employees are briefed via the New Employee Orientation, RS3 training, ad hoc HR training, and via regional intranet websites.	A.3.b

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 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	Current Part G Questions
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 non-supervisory employees have EEO-related requirements in their performance standards. These employees may receive an exceptional rating level for an EEO-related appraisal performance standard. Additionally, Reclamation employees are eligible for Departmental EEO awards.	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	FEVS data is reviewed for MD-715 document preparation and by agency leadership to analyze organizational climate status and trends.	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	Current Part G Questions



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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)]	Yes	The CRD Manager became under the direct supervision of the Commissioner (agency head) when the position was elevated to a GS-15 in March 2022.	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.	N/A		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	On June 10, 2022, CRD Manager briefed the Commissioner and Deputy Commissioners.	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	CRD Manager regularly attends all Senior Leadership meetings and is being consulted more frequently since the position was elevated to a GS-15 reporting directly to the Commissioner.	New





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 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	Current Part G Questions
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)]	Yes	CRD onboarded 3 new employees in April 2022 to focus on affirmative employment strategic planning, policy writing, and standardization across the regions, with a goal of implementing a bureau-level program within the decentralized structure.	B.3.a
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	Yes		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

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 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	Current Part G Questions
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 planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes		B.2.c & B.2.d
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	Rather than duplicating authoritative content, Reclamation implements and adopts the EEO and DEIA principles identified in the Department's strategic plan.	New
 Compliance Indicator  Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
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)]	Yes	CRD hired 3 new FTE to conduct barrier analysis in April 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





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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 posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes		B.4.c
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



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 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	Current Part G Questions
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. § 1614.102(d)(3)]	Yes		A.3.d
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	Current Part G Questions
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]	Yes	3 senior executives participate on Reclamation’s DEIA Council. Additionally, MD-715 Program Manager is developing a strategy for better engaging senior management participation for the	D.1.a



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			2023 MD-715 report development.	
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 to remove triggers and barriers.	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	Current Part G Questions
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 6 years. Additionally, MD-715 Program Manager engages with Regional EEO Offices on barrier identification and elimination status for MD-715 report development.	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	Regions are reviewed every 6 years. Additionally, MD-715 Program Manager engages with Regional EEO Offices on barrier identification and	New

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			elimination status for MD-715 report development.	
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	Current Part G Questions
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		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? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes		New
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		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	All Regions conduct prompt investigations in accordance with PB 18-01 and BOR implementation procedures. In general, most inquiries are initiated well within	New



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			10 days. However, third party investigations can be delayed due to the procedures involved with setting up an investigation.	
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	On October 24, 2022, Department issued a RA policy (PB 21-03). With this release, Department indicated that Bureaus are to adopt the Department-level policy.	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 accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes		E.1.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



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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.	Yes	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	Current Part G Questions
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 participation in ADR proceedings? [see MD-110, Ch. 3.]	Yes		A.3.a.1
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





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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	Current Part G Questions
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	Bi-weekly standing meeting.	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





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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	Current Part G Questions
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 <i>Douglas v. Veterans Administration</i> , 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	One manager was disciplined for discriminatory conduct.	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	Current Part G Questions
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.				





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 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	Current Part G Questions
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, which excludes questions about the recruitment of individuals with disabilities. Reclamation will continue to work with the Department's OHC, through ODICR, for updating the survey language and resolving the reported deficiency.	New
 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	Current Part G Questions
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


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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	Current Part G Questions
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	Current Part G Questions
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


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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	The Regional Human Resources offices coordinate with their local EEO office for pre-recruitment consultation to ensure all appropriate vacancies are sent to the EEO disability network. Many regions also share their announcements with their local VA Vocational Rehabilitation Office, as well as local job fairs. All announcements include targeted statements for individuals with disabilities, as well as advertising special hiring authority information.	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
<p align="center">Essential Element E: EFFICIENCY</p> <p>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.</p>				
	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions



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Compliance Indicator				
 Measures				
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	100% of cases were timely counseled in FY 2022.	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 CFR §1614.105(b)(1)?	Yes		E.3.a.2
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	29-day average	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 2022, all cases were timely investigated, with an average investigation completion duration of 215 days (i.e., amendments extended 180-day investigation time frame).	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



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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. Poor performing contractors are noted in a "do not use" list.	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	Current Part G Questions
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 CRD 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	New





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			on complaints on a need-to-know basis (i.e., for document requests).	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency 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.	Yes	Reclamation currently employs two attorneys as EEO personnel within the CRD who are trained in conducting legal sufficiency reviews of Investigative Reports.	E.6.a
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 CRD 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 CRD 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	Current Part G Questions
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

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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	Current Part G Questions
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	Current Part G Questions





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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	CRD conducts an annual analysis of its complaint program. CRD determines if a disparately high number of complaints are connected to specific issues or bases. If applicable, CRD recommends training or other activities, as warranted, based upon the evidence. Additionally, CRD reviews FEVS and exit survey data as part of its barrier analysis process.	E.5.e
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 reviews best and promising practices performed by other cascading Bureaus under the Department. Additionally, CRD Manager integrated best practices from Fish and Wildlife Services and consults with the Department of Energy.	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
<p align="center">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.</p>				



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 Compliance Indicator  Measures	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	Current Part G Questions
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	Current Part G Questions
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)

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 Compliance Indicator  Measures	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
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 FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	https://www.doi.gov/sites/doi.gov/files/bor-no-fear-2021-q1.pdf	New

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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	03/31/2022	09/30/2021

Responsible Official(s)

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

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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	09/30/2021	09/30/2021
04/15/2021	The CRD Manager to initiate monthly one-on-one meetings with Bureau head to ensure familiarity with EEO trends, accomplishments, and challenges.	Yes	09/30/2022	04/01/2022

Report of Accomplishments

Fiscal Year	Accomplishments
2022	The CRD Manager became under the direct supervision of the Commissioner (agency head) when the position was elevated to a GS-15 in March 2022.

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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		09/30/2020
12/12/2019	To standardize the Civil Rights Program to increase efficiency and eliminate knowledge gaps throughout Reclamation.	12/30/2021	09/30/2022	04/15/2022

Responsible Official(s)

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

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Title	Name	Performance Standards Address the Plan? (Yes or No)
2022	The CRD hired 3 additional GS-13 FTE to draft policies and standard operating procedures and to collaborate with the regions to create a Reclamation-wide affirmative employment program (i.e., affirmative employment strategic planning, policy writing, and standardized process across the regions to implement a bureau-level program within the decentralized structure).	

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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	5/1/2021	4/29/2021
9/30/2021	Hire 3 new FTE EEO Specialists to conduct barrier analysis.	04/30/2022		04/15/2022

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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
MD-715 Program Manager	Eric Carty	Yes

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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 to meet with the Deputy Commissioner to discuss program deficiencies and need for additional resources.	Yes		04/01/2020
12/30/2020	The CRD Manager and MD-715 Program Manager will recruit executive to champion barrier analysis initiatives.	Yes	12/31/2023	
9/30/2022	The CRD Manager will solicit increased participation from RDAIC to assist with barrier analysis, including creating barrier analysis teams.	Yes	12/31/2023	
6/30/2020	Develop training plan to equip newly appointed collateral duty SEPMs.	Yes		06/30/2020
9/30/2020	Implement a barrier analysis training plan in collaboration with HR training specialist.	Yes	09/30/2023	
9/30/2023	The CRD Manager will provide a briefing covering SEPM accomplishments to Reclamation Leadership Team.	Yes		
9/30/2023	CRD Inclusive Culture Strategist will create Annual Work Plans with SEPMs, who will discuss SEP objectives and planned activities with their respective supervisors.	Yes		
09/30/2023	SEPMs or EEO Staff will contribute to a Quarterly Activity	Yes		

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	Report of accomplishments for the Inclusive Cultural Strategist.			

Report of Accomplishments

Fiscal Year	Accomplishments
2020	
2021	
2022	CRD hired 3 additional GS-13 FTE to draft policies and standard operating procedures and to collaborate with the regions to create a Reclamation-wide affirmative employment program (i.e., affirmative employment strategic planning, policy writing, and standardized practices across the regions to implement a bureau-level program within the decentralized structure). Additionally, CRD re-established an organization-wide barrier analysis team (RBAT) to help identify and eliminate barriers to equal employment opportunities within Reclamation. The group conducts an in-depth examination of barriers to recruiting, hiring, and retaining women, minorities, and persons with disabilities.

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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.	09/30/2019	09/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Civil Right Division	Lara Grillos	Yes
MD-715 Program Manager	Eric Carty	Yes

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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		08/20/2019
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	9/30/2023	
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	9/30/2023	
12/31/2022	Create barrier analysis team(s) with senior-level management participation.	Yes	9/30/2023	

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Report of Accomplishments

Fiscal Year	Accomplishments
2022	<p>CRD re-established an organization-wide barrier analysis team (RBAT) to help identify and eliminate barriers to equal employment opportunities within Reclamation. The group conducts an in-depth examination of barriers to recruiting, hiring, and retaining women, minorities, and persons with disabilities. RBAT will present findings to the Reclamation Diversity, Equity, Inclusion, and Accessibility (DEIA) Council (Council) is comprised of representatives from each region and each Denver Directorate, as well as the Chief of Staff and a representative from Public Affairs, Human Resources, Civil Rights, and the Diversity Change Agents. This group of collateral duty senior executives, supervisors, and non-supervisory staff is charged with removing barriers to achieve equity and ensuring our physical and digital spaces are fully accessible to people with disabilities.</p>

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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.	09/30/2021	09/30/2023	10/24/2022

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No
Human Capital Officer	Bryan Rainey	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,	Yes	08/15/2022	10/24/2022

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	collaborate with HR Manager to establish a comprehensive reasonable accommodation policy/procedure(s).			
9/30/2023	Department to issue final draft on or around 6/30/2023. Reclamation targets to implement reasonable accommodation policy as quickly as possible thereafter.	Yes		10/24/2022

Report of Accomplishments

Fiscal Year	Accomplishments
2022	BOR added feedback to the DOI draft policy on 3/18/2022.
2023	On October 24, 2022, Department issued a reasonable accommodation policy (Personnel Bulletin 21-03, Processing Requests for Reasonable Accommodation for Individuals with Disabilities). Accordingly, while the agency did not separately publish the RA policy that duplicates the Department's release, Reclamation's adopted procedures via the Department's direction comply with the EEOC's regulations and guidance without further action needed.

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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	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 field audits include inspection criteria for barrier analysis performance.	09/30/2023		

Responsible Official(s)

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

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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	The 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	9/30/2023	
12/31/2021	If field audit process does not contain barrier questions, expand CRD accountability reviews to include disparate impact of policies and practices outside of the EEO office.	Yes	9/30/2023	
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	9/30/2023	

Report of Accomplishments Fiscal Year	Accomplishments
2022	The organization had not established schedules to review at regular intervals its regional merit promotion programs, employee recognition awards programs, 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. In FY 2022, however, the CRD added such audit criteria to the review standards for assessing regional EEO programs during FY 2023.

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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.	9/30/2022	9/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Civil Rights Division Manager	Lara Grillos	No
Inclusive Cultural Strategist	Jamar Fowler	Yes

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Title	Name	Performance Standards Address the Plan? (Yes or No)
Diversity Outreach Program Manager	Lavell Merritt	Yes
Disability Program Manager	Eric Carty	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	Inclusive Cultural Strategist to meet with Department-level diversity and inclusion staff to address exit survey questions.	Yes	09/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2020	No achievements. This is a new deficiency. In FY 2020, Reclamation adopted a Department-wide exit survey, which excludes questions about the recruitment of individuals with disabilities.
2022	Reclamation revisited this vulnerability with the Department's Office of Diversity, Inclusion, and Civil Rights. In FY 2023, the agency will continue to work with the Department's Office of Human Capital to update the survey language and resolve this reported deficiency.

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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 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	In FY 2022, 1 of the 30 formal complaints filed in Reclamation cited African American race as the basis of alleged disparate treatment.
Grievance Data (Trends)	Yes	In FY 2022, grievance data did not provide a

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		conclusive material nexus between this demographic group and existing barriers.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	In FY 2022, decisional findings data did not provide a conclusive material nexus between this demographic group and existing barriers.
Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a conclusive material nexus between this demographic group and existing barriers.
Exit Interview Data	Yes	In FY 2022, exit interview data did not provide a conclusive material nexus between this demographic group and existing barriers.
Focus Groups	Yes	In FY 2022, Reclamation received a report from an external consultant which was hired to supplement statistical data on African American employees' perceptions of workplace challenges.
Interviews	No	In FY 2023, Reclamation will consider whether interviews should be added to barrier analysis methods.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	In FY 2022, oversight reports data involving Reclamation did not provide a conclusive material nexus between this demographic group and existing barriers.
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 was identified in 2020. 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. In previous years, FEVS and exit survey data suggested potential retention issues for African American employees.

Objective(s) and Dates for EEO Plan

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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 to achieve parity with relevant CLF participation.	12/1/2016	12/31/2019	Yes	09/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity Outreach Program Manager, Civil Rights Division	Lavell Merritt	Yes
MD-715 and Disability Program Manager, Civil Rights Division	Eric Carty	Yes

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.	9/30/2023	

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	Reclamation will conduct additional analysis in FY 2019 to determine why AA are filing at increased rates, and how that is impacting AA participation in Reclamation's MCOs and overall workforce.		
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	12/31/2022
9/30/2019	Develop an 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 develop a Recruitment Toolkit with best practices for recruiting and encouraging diverse candidates to apply for public service jobs.	6/1/2022	4/1/2022
9/30/2019	Reclamation's Diversity and Inclusion Council and Diversity Change Agents will assess current mentorship program and develop an action plan on how to enhance it.	6/1/2022	4/1/2022
9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	9/30/2023	
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.	9/30/2023	
6/1/2023	Implement affirmative employment action plan for Reclamation's workforce, over		

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	time, to better reflect the gender, racial and ethnic profile of the labor pools from which the Bureau recruits and selects.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	<p>In FY 2022, African American (AA) males increased from FY 2021 staffing numbers by 13 employees in Reclamation's permanent workforce, and AA females increased by 8 employees (0.25% and 0.16% increases, respectively, from FY 2021 workforce participation numbers). While the year-over-year analysis shows little progress, analysis shows that over the last 10 years representation status for AA males has increased to a statistically significant degree. This increase demonstrates that Reclamations efforts are working, albeit slowly, for AA males.</p> <p>Reclamation contracted to have focus groups conducted to supplement existing data in understanding AA employees' perceptions of workplace challenges. AA employees indicated that managers are commonly viewed as lacking empathy for demographic differences and frequently avoid addressing workplace inequalities and inappropriate workplace behavior.</p> <p>Further, Reclamation's Diversity Outreach Program Manager conducted outreach with several Historically Black Colleges and Universities, including Prairieview A&M University, North Carolina State University, and Howard University, to partner with the institutions for future talent pipeline opportunities.</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	A3-4, A7 and A-11	<p>Per the Memorandum for Heads of Executive Departments and Agencies (the Memo) dated the August 10, 2017, with the 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>For FY 2022, Reclamation’s workforce participation rate for Hispanic or Latino (HL) males (6.62%) and females (3.77%) is higher than the Organizational Civilian Labor Force (6.49% and 3.39%, respectively). Reclamation’s participation rate for HL males and females are lower than the All-Occupations Civilian Labor Force participation rate based on place of residence (6.82% and 6.16%, respectively).</p> <p>At the permanent GS-12 level, which is a feeder level to senior pay positions, HL males and females participate at a lower rate (5.7% and 3.64%, respectively) than Reclamation’s overall permanent workforce of HL males and females (6.62% and 3.77%, respectively). At the permanent GS-13, HL males decline slightly (5.67%), and females decline to a larger degree (2.9%). At the permanent GS-14 level, HL males decline significantly (2.86%), while females increase (3.81%). Both HL males and females are represented at the permanent GS-15 level at 3.13%. There are no HL males or females at the SES level.</p> <p>Accordingly, a trigger exists to warrant further analyses to determine if a glass ceiling exists for HL males and females, based on their advancement to senior pay positions relative to their participation rate in Reclamation’s overall permanent workforce.</p>

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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	In FY 2022, 3 of the 30 formal complaints filed in Reclamation cited Hispanic / Latino as the basis.
Grievance Data (Trends)	Yes	In FY 2022, grievance data did not provide a conclusive material nexus between this demographic group and existing barriers.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	In FY 2022, decisional findings data did not provide a conclusive material nexus between this demographic group and existing barriers.
Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a conclusive material nexus between this demographic group and existing barriers.
Exit Interview Data	Yes	In FY 2022, exit interview data did not provide a conclusive material nexus between this demographic group and existing barriers.
Focus Groups	No	Focus groups or surveys for Hispanic and Latino employees anticipated to be conducted in late-FY 2023 or FY 2024.
Interviews	No	In FY 2023, Reclamation will consider whether interviews should be added to barrier analysis methods.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	In FY 2022, oversight report data involving Reclamation did not provide a conclusive material nexus between this demographic group and existing barriers.

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Other (Please Describe)	No	N/A
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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
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 barrier analysis (root cause analysis) will be conducted by CRD staff in FY 2023 and will reference past barrier analyses conducted in Reclamation regarding Hispanic employees (e.g., Hispanics within Reclamation Assessment Report, Fiscal Years 2010-2012).

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	9/30/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Civil Rights Division	Lara Grillos	Yes
MD-715 Program Manager, Civil Rights Division	Eric Carty	Yes

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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	<p>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.</p> <p>Reclamation will conduct additional analysis 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.</p>	9/30/2023	
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.	9/30/2023	
9/30/2019	Develop an action plan based on results of barrier analysis.	9/30/2023	

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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.	6/1/2022	4/1/2022
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.	6/1/2022	4/1/2022
9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	7/31/2023	7/31/2022
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.	9/30/2023	
1/31/2020	Implement revised Reclamation Diversity and Inclusion Strategic Plan.	9/30/2023	
6/1/2023	Implement an affirmative employment action plan for Reclamation's workforce to better reflect the gender, racial, and ethnic profile of the labor pools from which the Bureau recruits and selects.	9/30/2023	
12/31/2023	Conduct a focus group or survey to supplement existing data in understanding Hispanic or Latino employees' perceptions of workplace challenges.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	HL males and females in Reclamation's workforce continue to exceed the Organizational CLF.

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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 and A4	<p>At the permanent GS-12 level, which is a feeder level to senior pay positions, African American males participate at a lower rate (1.63%) than Reclamation’s overall permanent workforce of African American males (2.01%). At the permanent GS-14 level, both African American males (0.46%) and females (0.00%) experience lower than expected participation rates than their participation in Reclamation’s permanent workforce (2.01% and 1.52%, respectively). At the permanent GS-15 level, African American females (0.46%) and females (0.00%) experience lower than expected participation rates than their participation in Reclamation’s permanent workforce. At the permanent Senior Executive Service level, both African American males (0.00%) and females (0.00%) experience lower than expected participation rates than their participation in Reclamation’s permanent workforce.</p> <p>Accordingly, a trigger exists to warrant further analyses to determine if a glass ceiling exists for African American males and females, based on their advancement to senior pay positions relative to their participation rate in Reclamation’s overall permanent workforce.</p>

EEO Group(s) Affected by Trigger

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

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Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The agency reviewed Tables A1, A3, A4, and to track African American participation rates in higher-graded positions.
Complaint Data (Trends)	Yes	In FY 2022, 1 of the 30 formal complaints filed in Reclamation cited African American race as the basis of alleged disparate treatment.
Grievance Data (Trends)	Yes	In FY 2022, grievance data did not provide a conclusive material nexus between this demographic group and existing barriers.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	In FY 2022, decisional findings data did not provide a conclusive material nexus between this demographic group and existing barriers.
Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a conclusive material nexus between this demographic group and existing barriers.
Exit Interview Data	Yes	In FY 2022, exit interview data did not provide a conclusive material nexus between this demographic group and existing barriers.
Focus Groups	Yes	Reclamation contracted to have focus groups conducted to supplement existing data in understanding African American employees' perceptions of workplace challenges.
Interviews	No	In FY 2023, Reclamation will consider whether interviews should be added to barrier analysis methods.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	In FY 2022, oversight reports involving Reclamation did not provide a conclusive material nexus between this demographic group and existing barriers.
Other (Please Describe)	No	N/A

Status of Barrier Analysis Process

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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 to include review of all relevant sources in FY 2023.

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 African American participation rates in higher-graded positions.	10/01/2018	9/30/2020	Yes	9/30/2024	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity Outreach Program Manager, Civil Rights Division	Lavell Merritt	Yes
MD-715 and Disability Program Manager, Civil Rights Division	Eric Carty	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)

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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 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.	6/1/2022	4/1/2022
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.	6/30/2022	4/1/2022
9/30/2019	Work with Diversity and Inclusion Council to draft updated BOR Diversity and Inclusion Strategic Plan.	2/30/2023	

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1/31/2020	Implement revised BOR Diversity and Inclusion Strategic Plan.	7/1/2023	
6/1/2023	Implement affirmative employment action plan for Reclamation's workforce, over time, to better reflect the gender, racial and ethnic profile of the labor pools from which the Bureau recruits and selects.	9/30/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2022	In FY 2022, Black or African American males increased slightly in their participation in permanent Reclamation management positions, compared to FY 2021 staffing numbers.

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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	In FY 2022, Reclamation's Asian workforce participation rates for both males (2.38%) and females (1.39%) are lower than the Organizational Civilian Labor Force (3.75% and 2.15%, respectively). Additionally, Asian female participation rates are also lower than the All-Occupations Civilian Labor Force (based on place of residency – 2.18%).

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes or No)
Asian Males	Yes
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, and A4 to track the participation and separation rates for Asian employees.
Complaint Data (Trends)	Yes	In FY 2022, 1 of the 30 formal complaints filed in Reclamation cited the Asian race as the basis of a disparate treatment discrimination theory.
Grievance Data (Trends)	Yes	In FY 2022, grievance data did not provide a conclusive material nexus between this demographic group and existing barriers.
Findings from Decisions	Yes	In FY 2022, decisional findings data did not

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(e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		provide a conclusive material nexus between this demographic group and existing barriers.
Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a conclusive material nexus between this demographic group and existing barriers.
Exit Interview Data	Yes	In FY 2022, exit interview data did not provide a conclusive material nexus between this demographic group and existing barriers.
Focus Groups	No	Focus groups or surveys for Asian employees will be conducted in in late-FY 2023 or FY 2024.
Interviews	No	In FY 2023, Reclamation will consider whether interviews should be added to barrier analysis methods.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	In FY 2022, oversight reports data involving Reclamation did not provide a conclusive material nexus between this demographic group and existing barriers.
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
While a systematic barrier analysis will continue, a trigger has been identified. While no policy, procedure, or practice has been identified yet, a barrier analysis will be conducted in 2023.

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 males and females and achieve parity with relevant CLF participation.	12/01/2020	12/31/2024	Yes	9/30/2024	

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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity Outreach Program Manager, Civil Rights Division	Lavell Merritt	Yes
MD-715 and Disability Program Manager, Civil Rights Division	Eric Carty	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
5/01/2023	Solicit nominations for Asian/Pacific American Special Emphasis Program Manager. Review applications and issue appointment letter.	9/30/2023	
4/01/2022	Hire and retain additional CRD staff to perform more in-depth barrier analysis.	6/30/2022	4/15/2022
12/30/2022	Establish recruitment relationships with Asian American professional organizations with an emphasis on Reclamation's MCOs.	9/30/2023	
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.	9/30/2023	
4/01/2023	Develop an action plan based on results of barrier analysis.	9/30/2023	

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6/1/2023	Implement affirmative employment action plan for Reclamation's workforce, over time, to better reflect the gender, racial, and ethnic profile of the labor pools from which the Bureau recruits and selects.	9/30/2023	
12/31/2023	Conduct a focus group or survey to supplement existing data in understanding Asian employees' perceptions of workplace challenges.		

Report of Accomplishments

Fiscal Year	Accomplishments
2022	In FY 2022, Asian females increased slightly in Reclamation's permanent workforce compared to FY 2021 staffing numbers.

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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 female workforce participation rate (32.15%) is lower than the Organizational Civilian Labor (33.46%) and the All-Occupations Civilian Labor Force (based on place of residency - 48.21%).

EEO Group(s) Affected by Trigger

EEO Group	Affected by Trigger (Yes or No)
Males	No
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, and A4 to track the participation and separation rates for female employees.
Complaint Data (Trends)	Yes	In FY 2022, 6 of the 30 formal complaints filed in Reclamation cited female as the basis of a disparate treatment discrimination theory.
Grievance Data (Trends)	Yes	In FY 2022, grievance data suggested a material nexus between this demographic group and existing barriers. Grievances will be further analyzed in FY 2023.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	In FY 2022, decisional findings data did not provide a conclusive material nexus between this demographic group and existing barriers.

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Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a conclusive material nexus between this demographic group and existing barriers.
Exit Interview Data	Yes	In FY 2022, exit interview data did not provide a conclusive material nexus between this demographic group and existing barriers.
Focus Groups	No	Focus groups or surveys for women will be conducted in late-FY 2023 or FY 2024.
Interviews	No	In FY 2023, Reclamation will consider whether interviews should be added to barrier analysis methods.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	In FY 2022, oversight reports data involving Reclamation did not provide a conclusive material nexus between this demographic group and existing barriers.
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
While a systematic barrier analysis will continue, an initial barrier has been identified. 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 better align the participation rates of women in Reclamation with the Organizational Civilian Labor Force participation rate.	12/01/2020	12/31/2024	Yes		

Responsible Official(s)

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Title	Name	Performance Standards Address the Plan? (Yes or No)
Manager, Civil Rights Division	Lara Grillos	Yes
Diversity Outreach Program Manager, Civil Rights Division	Lavell Merritt	Yes
MD-715 and Disability Program Manager, Civil Rights Division	Eric Carty	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2021	Support the Federal Women’s Program Special Emphasis Program Manager and host Women’s History Month Special Observances.	3/31/2022	3/31/2022
4/01/2022	Hire and retain additional staff to perform more in-depth barrier analysis.		4/15/2022
2/30/2023	Conduct additional barrier analysis Reclamation-wide to identify triggers and root causes by reviewing workforce statistics and other sources of information (e.g., targeted outreach and recruitment activities; climate assessments; focus groups; surveys).	9/30/2023	
2/30/2023	Develop an action plan based on the results of barrier analysis.	9/30/2023	
2/30/2023	Establish recruitment relationships with professional organizations for women, emphasizing Reclamation’s MCOs.	9/30/2023	
6/1/2023	Implement an affirmative employment action plan for Reclamation’s workforce to better reflect the gender, racial, and ethnic profile of the labor pools from which the Bureau recruits and selects.	9/30/2023	
12/31/2023	Conduct a focus group or survey to supplement existing data in understanding female employees’ perceptions of workplace challenges.		

Report of Accomplishments

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Fiscal Year	Accomplishments
2022	In FY 2022, females increased slightly in Reclamation's permanent workforce compared to FY 2021 staffing numbers (0.25% one-year increase). Reclamation began exploring framework for a women's ERG.

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.

Before a position is 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

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

Yes X No O

In FY 2022, Reclamation hired a collateral duty Disability Program Manager to promote the hiring, advancement, and retention of qualified individuals with disabilities. Reclamation’s Disability Program Manager, Disability Program SEPM, Selective Placement Program Coordinator, and Section 508 Coordinator will collaboratively provide Bureau-level guidance and oversight and will collaborate with the regions to delineate regional disability program standards.

5. 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	20	0	0	Christine Dzedzina, HR Specialist, Human Resources Division, cdzedzina@usbr.gov
Answering questions from the public about hiring authorities that take disability into account	20	0	0	Christine Dzedzina, HR Specialist, Human Resources Division, cdzedzina@usbr.gov
Processing reasonable accommodation requests from applicants and employees	7	0	0	Kellyanne Litton, HR Specialist, Human Resources Division, klitton@usbr.gov
Section 508 Compliance	13	0	0	Michelle Piland, Bureau of Reclamation Section 508 Officer,

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				Information Management Group mpiland@usbr.gov
Architectural Barriers Act Compliance	15	0	0	Brian Lawler, Public Civil Rights Program Manager, Civil Rights Division blawler@usbr.gov
Special Emphasis Program for PWD and PWTD	6	0	0	Jamar Fowler, Disability Program SEPM, Civil Rights Division jfowler@usbr.gov

6. 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 2022, the Selective Placement Program Coordinator was a member of the Department’s Individuals with Disability Employment Inter Bureau Expert Team (IBET), which discussed best practices and trends in disability inclusion. One region (UCB), however, has identified that it does not have disability program staff. Nevertheless, the remaining regions have dedicated staff members, providing ongoing education and training to carry out their functions.

In 2023, the Disability Program Manager anticipates joining the IBET and receiving supplemental 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

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

7. 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.

Also, Reclamation's Technical Services Center (TSC) continued its recruitment relationship with the National Technical Institute for the Deaf (NTID), located at the Rochester Institute of Technology in New York.

Finally, Reclamation's Technical Services Center (TSC) continued its recruitment relationship with the National Technical Institute for the Deaf (NTID), one of nine colleges of Rochester Institute of Technology (RIT) in New York. NTID has returned

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to hosting an in-person College Fair (October 2022). RIT is accredited by ABET (formerly known as the Accreditation Board for Engineering and Technology). NTID is home to the world's first and largest technological college for deaf and hard-of-hearing students. Since 2014, with the exception of 2 years during the COVID-19 pandemic, Reclamation's Technical Service Center (TSC) sent representatives to NTID College Fair since 2014 through the initiatives and passions of individual deaf employees within the TSC. With new support from a service agreement with the Reclamation Civil Rights Division (CRD) and overhead funding from the Technical Service Center's (TSC) Civil Engineering Services Division #1, Reclamation could send three Reclamation deaf employees as representatives to the October 2022 NTID College Fair.

8. 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, including hiring candidates using Schedule A, 30% or More Disabled Veteran Authority, and the Veterans Recruitment Appointment (VRA) Authority.

9. 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.

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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. 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, 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. If qualified, the veteran may be referred to the hiring official.

10. 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

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

The Special Emphasis Program Manager for People with Disabilities (SEPM) continued a partnership with the National Technical Institute for the Deaf (NTID) faculty and administration and worked with them to develop "Maximizing Recruitment and Internship Partnerships with the National Technical Institute for the Deaf (NTID)."

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

CRD collaborated with the VA's Office of Vocational Rehabilitation and Employment (VR&E) in Denver to provide training on processes to hire veterans with disabilities.

Additionally, Reclamation's servicing Human Resources offices and Equal Employment Opportunity offices partnered with Veteran Service Organizations (VSOs) in promoting job vacancies and special veterans and disabled veterans appointing authorities. Such recruiting efforts with VSOs included job fairs, conferences, outreach meetings, and community and educational group meetings (e.g., participation at military career fairs at

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Army, Navy, Air Force, Marine bases and local VA hospitals; and targeted outreach with State vocational rehabilitation counselors; disabled veterans counselors; advisors for ethnic groups in universities, colleges, trade schools; Women's Resource Center; ethnic groups within the community; high school counselors; military Employment Assistance Offices; and Heroes to Hire Program advisors).

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

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

0810: PWD 7.50%,

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

Reclamation was unable to obtain meaningful applicant flow data to address this subsection regarding applicants

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
- b. Promotions for MCO (PWTD) Yes No

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.

Reclamation ensures that employees with disabilities are accommodated in all training and development opportunities. In FY 2022, the agency provided various external opportunities for training and development for employees at all levels (entry, mid-level, supervisory, managerial, and executive). Most programs supported professional and technical training and developmental needs as part of each employee's Individual Development Plan (IDP).

In FY 2022, Reclamation began creating a disability ERG, which will focus on recruitment, retention, and advancement opportunities. The ERG officially began operating in FY 2023.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

In FY 2022, Reclamation provided various external opportunities for training and development for employees at all levels (entry, mid, supervisory, managerial, and executive). Most programs supported professional and technical training and developmental needs as part of our Individual Development Program (IDP).

Reclamation's flagship opportunity, the Reclamation Leadership Development Program (RLDP), provides 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-

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day developmental assignment in a leadership position. RLDP is a competitive opportunity with an in-depth selection process.

Additionally, employees can participate in detail opportunities which are advertised Reclamation-wide and access training through DOI Talent.

12. 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	113	15	*	*	*	*
			Unknown	Unknown	Unknown	Unknown
Fellowship Programs	*	*	*	*	*	*
Mentoring Programs	*	*	*	*	*	*
Coaching Programs	*	*	*	*	*	*
Training Programs	*	*	*	*	*	*
Detail Programs	*	*	*	*	*	*
Other Career Development Programs (RLDP)	25	8	8.00%	0.00%	0.00%	0.00%

13. 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

Analysis based on RLDP since no data is available for internships.

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14. 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

Analysis based on RLDP since no data is available for internships

C. AWARDS

15. 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

With an inclusion rate of 15.33 for PWD and 3.81 for PWTD, the following awards indicate triggers:
Cash awards \$4000-4999, PWD 10.6%
Cash awards \$5000+, PWD 7.5%, PWTD .5%

16. 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

17. 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

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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
- ii. Internal Selections (PWD) Yes No

b. Grade GS-15

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

c. Grade GS-14

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

d. Grade GS-13

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

Reclamation was unable to obtain meaningful applicant flow data to address this subsection regarding applicants

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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

b. Grade GS-15

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

c. Grade GS-14

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

d. Grade GS-13

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

Reclamation was unable to obtain meaningful applicant flow data to address this subsection regarding applicants

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

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

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

- a. Executives
 - i. Qualified Internal Applicants (PWD) Yes No N/A
 - ii. Internal Selections (PWD) Yes No
- b. Managers
 - i. Qualified Internal Applicants (PWD) Yes No N/A
 - ii. Internal Selections (PWD) Yes No
- c. Supervisors
 - i. Qualified Internal Applicants (PWD) Yes No N/A
 - ii. Internal Selections (PWD) Yes No

Reclamation was unable to obtain meaningful applicant flow data to address this subsection regarding applicants

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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

b. Managers

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

c. Supervisors

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

Reclamation was unable to obtain meaningful applicant flow data to address this subsection regarding applicants

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 No
- b. New Hires for Managers (PWD) Yes No
- c. New Hires for Supervisors (PWD) Yes No

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

- a. New Hires for Executives (PWTD) Yes No
- b. New Hires for Managers (PWTD) Yes No
- c. New Hires for Supervisors (PWTD) Yes No

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

18. 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

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

20. 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.

- | | | |
|------------------------------------|---|--|
| 21. Voluntary Separations (PWTD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| 22. Involuntary Separations (PWTD) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |

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Voluntary separations for PWOD were 13.98%, while voluntary separations for PWTD were 17.68%. For PWTD, the difference is equivalent to 1 person, which may not indicate a trigger. For retirement and other separations the gap is wider.

23. 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.

Exit survey data reveals that 13.9% of respondents (36 total) identified as having a disability. The top 4 concrete reasons this demographic group identified for separating from service included: (No. 1) lack of promotion and/or career (11 respondents); (No. 2) dissatisfaction with work environment (8 respondents); (No. 3) retirement (7 respondents); and (No. 4) family or personal matters (7).

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.

24. 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.

For Reclamation's Section 508 compliance, contact:

<https://www.doi.gov/ocio/section508>

Reclamation's Accessibility Policy may be found on Reclamation's public website at the following address: <https://www.usbr.gov/main/access.html>

25. 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.

The Architectural Barriers Act (ABA) requires access to facilities that are designed, built, altered, or leased with Federal funds. The Access Board is the federal agency responsible for enforcing the ABA. The Access Board's accessibility standards are

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available on their website at www.access-board.gov/guidelines-and-standards/buildings-and-sites/about-the-aba-standards, and information about filing a complaint may be found on Reclamation's public website at the following address: <https://www.usbr.gov/crd/complaints.html>

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

Reclamation continues to design its field offices in a way that meets (and sometimes exceeds) what is required to comply with the Architectural Barriers Act (ABA) and Americans with Disabilities Act (ADA). Reclamation also follows the Architectural Barriers Act Accessibility Standard (ABAAS).

The Civil Rights Division will offer training to increase awareness of and compliance with accessibility standards provided in the Architectural Barriers Act, Section 504 of the Rehabilitation Act, and 43 CFR 17 at CRM 03-01 in the Reclamation Manual. In FY 2022, Reclamation hired a Section 504 Coordinator and designated 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.)

In FY 2022, Reclamation processed 104 total reasonable accommodation requests and for 98 of those requests accommodations were provided within 20 days.

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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.

All Reclamation regions engaged in the interactive process with employees on time, per PB 21-03. Delays typically only occur because of an employee's lack of response and/or medical documentation issues. Reasonable accommodation coordinators provide ongoing and ad hoc training to both current employees and their supervisors and provide regular training for all new employees.

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 (P.B. 17-18). 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 the implementation of P.B. 17-18 (through FY 2022), Reclamation has not received any PAS requests since these procedures were put into place.

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 (**21.98% in 2022**)?

Yes

No

N/A

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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.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

27. 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 (**14.03% in 2022**)?

Yes No N/A

28. 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

29. 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.

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

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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, a trigger exist for PWD among new hires for the mission-critical occupation 0810.	
Barrier(s)		
Objective(s)		
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); Inclusive Cultural Strategist, CRD	Yes	
Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)	
No	No	
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	0810: Hires 80, PWD 7.5%
Complaint Data (Trends)	Yes	In FY 2022, 0 of the 30 formal complaints filed in Reclamation cited new hire non-selection based on disability per the FY 2022 462 report.
Grievance Data (Trends)	Yes	In FY 2022, for the anti-harassment process administered by Human Resources, the percentage of PWD filing claims mirrors complaint data. Both will be analyzed as part of

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		future barrier analysis. Additional complaint processes will be analyzed in FY 2023.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	In FY 2022, decisional findings data did not indicate a nexus between disability and non-selection for new hires.
Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a nexus between disability and non-selection for new hires.
Exit Interview Data	Yes	Exit interviews did not indicate a nexus between disability and non-selection for new hires.
Focus Groups	Yes	Reclamation contracted for focus groups to determine disabled employees' perceptions of workplace challenges. The data did not provide a nexus between disability and non-selection for new hires.
Interviews	No	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	In FY 2022, oversight reports data involving Reclamation did not provide a nexus between disability and non-selection for new hires.
Other (Please Describe)		

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
9/30/2023	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.			
9/30/2023	Review and consider revising training module on special hiring authorities for PWD/PWTD for managers and supervisors.			
9/30/2023	Develop recruitment materials that address MCO career opportunities within Reclamation.			
9/30/2023	Launch (revised) training module on special hiring authorities for PWD/PWTD for managers and supervisors.			
9/30/2023	Draft multi-year PWD/PWTD recruitment plan for MCOs.			
9/30/2023	Diversity and Inclusion Program Manager, HR recruiters, and Diversity Change Agents register as WRP recruiter(s).			
Fiscal Year	Accomplishments			
2022	New trigger.			

Trigger 2	PWD and PWTD voluntary separation rate is higher than expected, particularly related to retirement and other separations.
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Barrier(s)		
Objective(s)	Increase retention rates for PWD and PWTD while determining if any discriminatory or unconsciously biased employment practices are contributing to higher voluntary separation rates for PWD and PWTD.	
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); Inclusive Cultural Strategist, CRD		Yes
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
No		No
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	The percentage of PWD and PWTD voluntarily separating is higher than expected, particularly for retirement and other separations.
Complaint Data (Trends)	Yes	In FY 2022, 0 of the 30 formal complaints filed in Reclamation cited disability as the basis and separation as the alleged issue, per the FY 2022 462 Report.
Grievance Data (Trends)	Yes	In FY 2022, for the anti-harassment process administered by Human Resources, the percentage of PWD filing claims mirrors complaint data. Both will be analyzed as part of future barrier analysis. Additional complaint processes will be analyzed in FY 2023.

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Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	In FY 2022, decisional findings data did not provide a conclusive material nexus between disability and separations.
Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a nexus between disability and separations.
Exit Interview Data	Yes	In FY 2022, exit interview data did provide a nexus between disability and separations.
Focus Groups	Yes	Reclamation contracted for focus groups to determine disabled employees' perceptions of workplace challenges. The data did not provide a nexus between disability and separations.
Interviews	No	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	In FY 2022, oversight reports data involving Reclamation did not provide a nexus between disability and separations.
Other (Please Describe)	No	N/A

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
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
03/17/2023	Revisit previously examined data focusing on voluntary separations and develop a plan for additional inquiry.		9/30/2023	
Fiscal Year	Accomplishments			
2022	New trigger.			

Trigger 3	PWD received fewer cash awards in the \$4000-\$4999 range and both PWD and PWTD received fewer cash awards in the \$5000+ range.
Barrier(s)	
Objective(s)	Increase cash awards in the \$4000+ categories for PWD and PWTD to a level consistent with their representation.
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)

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Manager, Civil Rights Division (CRD); Disability Program Manager, Human Resources Policy and Programs Division (HRPPD); Inclusive Cultural Strategist, CRD		Yes
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
No		No
Sources of Data	Sources Reviewed ? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	FY 2022 data indicates that PWD and PWTB received fewer cash awards in the \$4000-\$4999 and \$5000+ levels.
Complaint Data (Trends)	Yes	In FY 2022, none of the complaints filed included issues related to awards per the FY 2022 462 Report.
Grievance Data (Trends)	No	In FY 2023, the grievance process will be examined to identify any information relevant to this trigger.

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Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	In FY 2022, decisional findings data did not provide a conclusive material nexus between disability and separations.
Climate Assessment Survey (e.g., FEVS)	Yes	In FY 2022, FEVS data did not provide a nexus between disability and separations.
Exit Interview Data	Yes	In FY 2022, exit interview data did provide a nexus between disability and separations.
Focus Groups	Yes	Reclamation contracted for focus groups to determine disabled employees' perceptions of workplace challenges. The data did not provide a nexus between disability and separations.
Interviews	No	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	In FY 2022, oversight reports data involving Reclamation did not provide a nexus between disability and separations.
Other (Please Describe)	No	N/A

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2023	Revisit previously examined data focusing on voluntary separations and develop a plan for additional inquiry.			
Fiscal Year	Accomplishments			
2022	This is a newly identified trigger			

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

CRD was training new staff in FY 2022 and was unable to complete a complete barrier analysis. Additional analyses will be completed in FY 2023 with a focus shifted toward voluntary separations.

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

The focus groups provided information on how PWD and PWTD experience Reclamation. While there was no clear connection between the information obtained and separations, CRD is reviewing the report for information that may better direct our efforts.

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32. 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.

CRD's analysis will shift to voluntary separations, rather than involuntary separations, based on current trigger analysis. Revisiting previous efforts with a different focus may yield relevant information and/or help us better direct our efforts.

Bureau of Reclamation - FY2022

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	51.79	48.21	6.82	6.16	35.65	31.82	5.70	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
Organizational CLF	%	100.00	66.54	33.46	6.49	3.39	49.78	23.21	4.83	3.72	3.75	2.15	0.09	0.05	0.34	0.19	1.26	0.76
TOTAL WORKFORCE																		
Prior FY	#	5241	3582	1659	358	203	2767	1182	105	80	128	68	20	11	74	49	130	66
	%	100.00	68.35	31.65	6.83	3.87	52.80	22.55	2.00	1.53	2.44	1.30	0.38	0.21	1.41	0.93	2.48	1.26
Current FY	#	5254	3565	1689	348	198	2737	1193	119	90	125	73	18	15	76	50	142	70
	%	100.00	67.85	32.15	6.62	3.77	52.09	22.71	2.26	1.71	2.38	1.39	0.34	0.29	1.45	0.95	2.70	1.33
Difference	#	13	-17	30	-10	-5	-30	11	14	10	-3	5	-2	4	2	1	12	4
Ratio Change	%	0.00	-0.49	0.49	-0.21	-0.10	-0.70	0.15	0.26	0.19	-0.06	0.09	-0.04	0.08	0.03	0.02	0.22	0.07
Net Change	%	0.25	-0.47	1.81	-2.79	-2.46	-1.08	0.93	13.33	12.50	-2.34	7.35	-10.00	36.36	2.70	2.04	9.23	6.06
EMPLOYEE GAINS																		
New Hires	#	859	536	323	51	24	387	224	35	32	15	12	1	5	9	6	38	20
	%	100.00	62.40	37.60	5.94	2.79	45.05	26.08	4.07	3.73	1.75	1.40	0.12	0.58	1.05	0.70	4.42	2.33
EMPLOYEE LOSSES																		
Reduction in Force	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	8	6	2	2		3	2									1	
	%	100.00	75.00	25.00	25.00	0.00	37.50	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.50	0.00
Resignation	#	237	149	88	19	9	116	62	4	3	4			1	1	2	5	11
	%	100.00	62.87	37.13	8.02	3.80	48.95	26.16	1.69	1.27	1.69	0.00	0.00	0.42	0.42	0.84	2.11	4.64
Retirement	#	218	150	68	16	6	120	57	5	2	3	2			1		5	1
	%	100.00	68.81	31.19	7.34	2.75	55.05	26.15	2.29	0.92	1.38	0.92	0.00	0.00	0.46	0.00	2.29	0.46
Other Separations	#	263	157	106	14	11	118	74	3	11	9	6	2		4	1	7	3
	%	100.00	59.70	40.30	5.32	4.18	44.87	28.14	1.14	4.18	3.42	2.28	0.76	0.00	1.52	0.38	2.66	1.14
Total Separations	#	726	462	264	51	26	357	195	12	16	16	8	2	1	6	3	18	15
	%	100.00	63.64	36.36	7.02	3.58	49.17	26.86	1.65	2.20	2.20	1.10	0.28	0.14	0.83	0.41	2.48	2.07

Bureau of Reclamation - FY2022

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	51.79	48.21	6.82	6.16	35.65	31.82	5.70	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
Organizational CLF	%	100.00	66.54	33.46	6.49	3.39	49.78	23.21	4.83	3.72	3.75	2.15	0.09	0.05	0.34	0.19	1.26	0.76
PERMANENT WORKFORCE																		
Prior FY	#	5115	3482	1633	352	200	2685	1163	103	79	124	65	20	11	72	49	126	66
	%	100.00	68.07	31.93	6.88	3.91	52.49	22.74	2.01	1.54	2.42	1.27	0.39	0.22	1.41	0.96	2.46	1.29
Current FY	#	5131	3480	1651	343	195	2668	1167	116	87	123	70	18	15	75	49	137	68
	%	100.00	67.82	32.18	6.68	3.80	52.00	22.74	2.26	1.70	2.40	1.36	0.35	0.29	1.46	0.95	2.67	1.33
Difference	#	16	-2	18	-9	-5	-17	4	13	8	-1	5	-2	4	3	0	11	2
Ratio Change	%	0.00	-0.25	0.25	-0.20	-0.11	-0.50	0.01	0.25	0.15	-0.03	0.09	-0.04	0.08	0.05	0.00	0.21	0.03
Net Change	%	0.31	-0.06	1.10	-2.56	-2.50	-0.63	0.34	12.62	10.13	-0.81	7.69	-10.00	36.36	4.17	0.00	8.73	3.03
EMPLOYEE GAINS																		
New Hires	#	742	460	282	42	22	329	194	32	28	14	12	1	5	8	5	34	16
	%	100.00	61.99	38.01	5.66	2.96	44.34	26.15	4.31	3.77	1.89	1.62	0.13	0.67	1.08	0.67	4.58	2.16
EMPLOYEE LOSSES																		
Reduction in Force	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	7	5	2	1		3	2									1	
	%	100.00	71.43	28.57	14.29	0.00	42.86	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.29	0.00
Resignation	#	209	130	79	18	9	101	53	3	3	3			1	1	2	4	11
	%	100.00	62.20	37.80	8.61	4.31	48.33	25.36	1.44	1.44	1.44	0.00	0.00	0.48	0.48	0.96	1.91	5.26
Retirement	#	218	150	68	16	6	120	57	5	2	3	2			1		5	1
	%	100.00	68.81	31.19	7.34	2.75	55.05	26.15	2.29	0.92	1.38	0.92	0.00	0.00	0.46	0.00	2.29	0.46
Other Separations	#	222	127	95	11	11	94	66	3	10	7	5	2		3	1	7	2
	%	100.00	57.21	42.79	4.95	4.95	42.34	29.73	1.35	4.50	3.15	2.25	0.90	0.00	1.35	0.45	3.15	0.90
Total Separations	#	656	412	244	46	26	318	178	11	15	13	7	2	1	5	3	17	14
	%	100.00	62.80	37.20	7.01	3.96	48.48	27.13	1.68	2.29	1.98	1.07	0.30	0.15	0.76	0.46	2.59	2.13

Bureau of Reclamation - FY2022

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	51.79	48.21	6.82	6.16	35.65	31.82	5.70	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
Organizational CLF	%	100.00	66.54	33.46	6.49	3.39	49.78	23.21	4.83	3.72	3.75	2.15	0.09	0.05	0.34	0.19	1.26	0.76
TEMPORARY WORKFORCE																		
Prior FY	#	126	100	26	6	3	82	19	2	1	4	3			2		4	
	%	100.00	79.37	20.63	4.76	2.38	65.08	15.08	1.59	0.79	3.17	2.38	0.00	0.00	1.59	0.00	3.17	0.00
Current FY	#	123	85	38	5	3	69	26	3	3	2	3			1	1	5	2
	%	100.00	69.11	30.89	4.07	2.44	56.10	21.14	2.44	2.44	1.63	2.44	0.00	0.00	0.81	0.81	4.07	1.63
Difference	#	-3	-15	12	-1	0	-13	7	1	2	-2	0	0	0	-1	1	1	2
Ratio Change	%	0.00	-10.26	10.26	-0.70	0.06	-8.98	6.06	0.85	1.65	-1.55	0.06	0.00	0.00	-0.77	0.81	0.89	1.63
Net Change	%	-2.38	-15.00	46.15	-16.67	0.00	-15.85	36.84	50.00	200.00	-50.00	0.00	0.00	0.00	-50.00	0.00	25.00	0.00
EMPLOYEE GAINS																		
New Hires	#	117	76	41	9	2	58	30	3	4	1				1	1	4	4
	%	100.00	64.96	35.04	7.69	1.71	49.57	25.64	2.56	3.42	0.85	0.00	0.00	0.00	0.85	0.85	3.42	3.42
EMPLOYEE LOSSES																		
Reduction in Force	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	1	1		1													
	%	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
Resignation	#	28	19	9	1		15	9	1		1						1	
	%	100.00	67.86	32.14	3.57	0.00	53.57	32.14	3.57	0.00	3.57	0.00	0.00	0.00	0.00	0.00	3.57	0.00
Retirement	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	41	30	11	3		24	8		1	2	1			1			1
	%	100.00	73.17	26.83	7.32	0.00	58.54	19.51	0.00	2.44	4.88	2.44	0.00	0.00	2.44	0.00	0.00	2.44
Total Separations	#	70	50	20	5	0	39	17	1	1	3	1	0	0	1	0	1	1
	%	100.00	71.43	28.57	7.14	0.00	55.71	24.29	1.43	1.43	4.29	1.43	0.00	0.00	1.43	0.00	1.43	1.43

Bureau of Reclamation - as of September 30, 2022
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	51.79	48.21	6.82	6.16	35.65	31.82	5.70	6.61	2.19	2.18	0.08	0.08	0.31	0.31	1.05	1.05
Organizational CLF	%	100.00	66.72	33.28	6.50	3.36	49.96	23.11	4.83	3.69	3.75	2.14	0.09	0.05	0.35	0.19	1.26	0.75
Permanent Workforce	#	5131	3480	1651	343	195	2668	1167	116	87	123	70	18	15	75	49	137	68
	%	100.00	67.82	32.18	6.68	3.80	52.00	22.74	2.26	1.70	2.40	1.36	0.35	0.29	1.46	0.95	2.67	1.33
Pacific Northwest Region	#	1110	820	290	51	22	691	229	11	9	12	5	4		24	12	27	13
	%	100.00	73.87	26.13	4.59	1.98	62.25	20.63	0.99	0.81	1.08	0.45	0.36	0.00	2.16	1.08	2.43	1.17
Mid-Pacific Region	#	854	566	288	73	43	383	174	21	26	48	29	3	3	4	4	34	9
	%	100.00	66.28	33.72	8.55	5.04	44.85	20.37	2.46	3.04	5.62	3.40	0.35	0.35	0.47	0.47	3.98	1.05
Lower Colorado Region	#	723	484	239	77	42	312	144	34	13	24	14	6	6	4	8	27	12
	%	100.00	66.94	33.06	10.65	5.81	43.15	19.92	4.70	1.80	3.32	1.94	0.83	0.83	0.55	1.11	3.73	1.66
Upper Colorado Region	#	802	553	249	76	40	407	177	11	6	12	3	3	1	28	12	16	10
	%	100.00	68.95	31.05	9.48	4.99	50.75	22.07	1.37	0.75	1.50	0.37	0.37	0.12	3.49	1.50	2.00	1.25
Great Plains Region	#	562	405	157	18	10	357	135	6	1	3	1	1	1	14	4	6	5
	%	100.00	72.06	27.94	3.20	1.78	63.52	24.02	1.07	0.18	0.53	0.18	0.18	0.18	2.49	0.71	1.07	0.89
Denver-Washington DC	#	1080	652	428	48	38	518	308	33	32	24	18	1	4	1	9	27	19
	%	100.00	60.37	39.63	4.44	3.52	47.96	28.52	3.06	2.96	2.22	1.67	0.09	0.37	0.09	0.83	2.50	1.76

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	#	5131	3480	1651	343	195	2668	1167	116	87	123	70	18	15	75	49	137	68
	%	100.00	67.82	32.18	6.68	3.80	52.00	22.74	2.26	1.70	2.40	1.36	0.35	0.29	1.46	0.95	2.67	1.33
Professional & Administrative	#	3257	2019	1238	177	137	1567	886	80	67	86	60	7	11	21	32	81	45
	%	100.00	61.99	38.01	5.43	4.21	48.11	27.20	2.46	2.06	2.64	1.84	0.21	0.34	0.64	0.98	2.49	1.38

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

GS/GM 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	#	5131	3480	1651	343	195	2668	1167	116	87	123	70	18	15	75	49	137	68
	%	100.00	67.82	32.18	6.68	3.80	52.00	22.74	2.26	1.70	2.40	1.36	0.35	0.29	1.46	0.95	2.67	1.33
Alternative Benchmark	%																	
GS-01	#	1		1		1												
	%	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	3	1	1		1			1							1	
	%	100.00	75.00	25.00	25.00	0.00	25.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	0.00
GS-04	#	26	11	15	2	1	6	13							3	1		
	%	100.00	42.31	57.69	7.69	3.85	23.08	50.00	0.00	0.00	0.00	0.00	0.00	0.00	11.54	3.85	0.00	0.00
GS-05	#	108	50	58	5	8	34	40	4	6	4	2				1	3	1
	%	100.00	46.30	53.70	4.63	7.41	31.48	37.04	3.70	5.56	3.70	1.85	0.00	0.00	0.00	0.93	2.78	0.93
GS-06	#	139	53	86	4	13	40	57	4	3	2	1	1	1		2	2	9
	%	100.00	38.13	61.87	2.88	9.35	28.78	41.01	2.88	2.16	1.44	0.72	0.72	0.72	0.00	1.44	1.44	6.47
GS-07	#	327	148	179	14	26	101	116	8	10	11	7	2	3	2	8	10	9
	%	100.00	45.26	54.74	4.28	7.95	30.89	35.47	2.45	3.06	3.36	2.14	0.61	0.92	0.61	2.45	3.06	2.75
GS-08	#	69	37	32	8	5	23	22		1	2		1		3	3		1
	%	100.00	53.62	46.38	11.59	7.25	33.33	31.88	0.00	1.45	2.90	0.00	1.45	0.00	4.35	4.35	0.00	1.45
GS-09	#	329	175	154	28	22	119	105	14	11	5	2	1	1	3	4	5	9
	%	100.00	53.19	46.81	8.51	6.69	36.17	31.91	4.26	3.34	1.52	0.61	0.30	0.30	0.91	1.22	1.52	2.74
GS-10	#	36	27	9	5		19	8				1			2		1	
	%	100.00	75.00	25.00	13.89	0.00	52.78	22.22	0.00	0.00	0.00	2.78	0.00	0.00	5.56	0.00	2.78	0.00
GS-11	#	757	459	298	53	37	333	200	22	14	14	19	4	4	4	12	29	12
	%	100.00	60.63	39.37	7.00	4.89	43.99	26.42	2.91	1.85	1.85	2.51	0.53	0.53	0.53	1.59	3.83	1.59
GS-12	#	1264	805	459	72	46	630	336	18	30	41	21	1	3	12	10	31	13
	%	100.00	63.69	36.31	5.70	3.64	49.84	26.58	1.42	2.37	3.24	1.66	0.08	0.24	0.95	0.79	2.45	1.03
GS-13	#	723	496	227	41	21	392	172	23	9	19	14	2	3	6	2	13	6
	%	100.00	68.60	31.40	5.67	2.90	54.22	23.79	3.18	1.24	2.63	1.94	0.28	0.41	0.83	0.28	1.80	0.83
GS-14	#	210	134	76	6	8	118	57	1	2	6	2				3	3	4
	%	100.00	63.81	36.19	2.86	3.81	56.19	27.14	0.48	0.95	2.86	0.95	0.00	0.00	0.00	1.43	1.43	1.90
GS-15	#	64	49	15	2	2	41	13	2		1		1		1		1	
	%	100.00	76.56	23.44	3.13	3.13	64.06	20.31	3.13	0.00	1.56	0.00	1.56	0.00	1.56	0.00	1.56	0.00
All other (unspecified GS)	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	4057	2447	1610	241	190	1857	1139	96	87	105	69	13	15	36	46	99	64
	%	100.00	60.32	39.68	5.94	4.68	45.77	28.07	2.37	2.14	2.59	1.70	0.32	0.37	0.89	1.13	2.44	1.58

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Table A4T: SENIOR PAY & GENERAL SCHEDULE (GS) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) -

GS/GM 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
Temporary Workforce	#	123	85	38	5	3	69	26	3	3	2	3			1	1	5	2
	%	100.00	69.11	30.89	4.07	2.44	56.10	21.14	2.44	2.44	1.63	2.44	0.00	0.00	0.81	0.81	4.07	1.63
Alternative Benchmark	%																	
GS-01	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	1		1						1								
	%	100.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-03	#	8	2	6		1	2	4										1
	%	100.00	25.00	75.00	0.00	12.50	25.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.50
GS-04	#	23	15	8	1	1	11	7			1							2
	%	100.00	65.22	34.78	4.35	4.35	47.83	30.43	0.00	0.00	4.35	0.00	0.00	0.00	0.00	0.00	8.70	0.00
GS-05	#	3	3		1		2											
	%	100.00	100.00	0.00	33.33	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-06	#	4	1	3			1	3										
	%	100.00	25.00	75.00	0.00	0.00	25.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	5		5				3		1								1
	%	100.00	0.00	100.00	0.00	0.00	0.00	60.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00
GS-08	#																	
	%	100.00	0.00	0.00	0.00	0.00	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				4											
	%	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-10	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	12	9	3			7	1	1		1	2						
	%	100.00	75.00	25.00	0.00	0.00	58.33	8.33	8.33	0.00	8.33	16.67	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	20	16	4	2		14	3		1								
	%	100.00	80.00	20.00	10.00	0.00	70.00	15.00	0.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	17	13	4			10	3	1							1	2	
	%	100.00	76.47	23.53	0.00	0.00	58.82	17.65	5.88	0.00	0.00	0.00	0.00	0.00	0.00	5.88	11.76	0.00
GS-14	#	5	4	1		1	4											
	%	100.00	80.00	20.00	0.00	20.00	80.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15	#																	
	%	100.00	0.00	0.00	0.00	0.00	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)	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	102	67	35	4	3	55	24	2	3	2	2	0	0	0	1	4	2
	%	100.00	65.69	34.31	3.92	2.94	53.92	23.53	1.96	2.94	1.96	1.96	0.00	0.00	0.00	0.98	3.92	1.96

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Table A4WGP: WAGE GRADE (WG) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent

WG 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	#	5131	3480	1651	343	195	2668	1167	116	87	123	70	18	15	75	49	137	68
	%	100.00	67.82	32.18	6.68	3.80	52.00	22.74	2.26	1.70	2.40	1.36	0.35	0.29	1.46	0.95	2.67	1.33
Alternative Benchmark	%																	
WG-01	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-02	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-03	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-04	#	2	2				2											
	%	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
WG-05	#	5	5				3		1								1	
	%	100.00	100.00	0.00	0.00	0.00	60.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00
WG-06	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-07	#	12	12		1		9										2	
	%	100.00	100.00	0.00	8.33	0.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.67	0.00
WG-08	#	29	28	1	4		20	1							3		1	
	%	100.00	96.55	3.45	13.79	0.00	68.97	3.45	0.00	0.00	0.00	0.00	0.00	0.00	10.34	0.00	3.45	0.00
WG-09	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-10	#	37	36	1	15	1	19				1				1			
	%	100.00	97.30	2.70	40.54	2.70	51.35	0.00	0.00	0.00	2.70	0.00	0.00	0.00	2.70	0.00	0.00	0.00
WG-11	#	4	4		1		3											
	%	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
WG-12	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-13	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-14	#	2	2		1		1											
	%	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
WG-15	#																	
	%	100.00	0.00	0.00	0.00	0.00	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 WG)	#	840	811	29	69	3	647	18	16		13	1	5		31	3	30	4
	%	100.00	96.55	3.45	8.21	0.36	77.02	2.14	1.90	0.00	1.55	0.12	0.60	0.00	3.69	0.36	3.57	0.48
Total WG Employees	#	931	900	31	91	4	704	19	17	0	14	1	5	0	35	3	34	4
	%	100.00	96.67	3.33	9.77	0.43	75.62	2.04	1.83	0.00	1.50	0.11	0.54	0.00	3.76	0.32	3.65	0.43

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Table A4WGT: WAGE GRADE (WG) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Temporary

WG 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
Temporary Workforce	#	123	85	38	5	3	69	26	3	3	2	3			1	1	5	2
	%	100.00	69.11	30.89	4.07	2.44	56.10	21.14	2.44	2.44	1.63	2.44	0.00	0.00	0.81	0.81	4.07	1.63
Alternative Benchmark	%																	
WG-01	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-02	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-03	#	2		2				2										
	%	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
WG-04	#	3	3				3											
	%	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
WG-05	#	1	1				1											
	%	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
WG-06	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-07	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-08	#	2	2				2											
	%	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
WG-09	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-10	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-11	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-12	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-13	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-14	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WG-15	#																	
	%	100.00	0.00	0.00	0.00	0.00	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 WG)	#	12	12		1		8		1						1		1	
	%	100.00	100.00	0.00	8.33	0.00	66.67	0.00	8.33	0.00	0.00	0.00	0.00	0.00	8.33	0.00	8.33	0.00
Total WG Employees	#	20	18	2	1	0	14	2	1	0	0	0	0	0	1	0	1	0
	%	100.00	90.00	10.00	5.00	0.00	70.00	10.00	5.00	0.00	0.00	0.00	0.00	0.00	5.00	0.00	5.00	0.00

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Table A4WLP: WAGE LEADER (WL) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent

WL 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	#	5131	3480	1651	343	195	2668	1167	116	87	123	70	18	15	75	49	137	68
	%	100.00	67.82	32.18	6.68	3.80	52.00	22.74	2.26	1.70	2.40	1.36	0.35	0.29	1.46	0.95	2.67	1.33
Alternative Benchmark	%																	
WL-01	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-02	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-03	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-04	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-05	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-06	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-07	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-08	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-09	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-10	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-11	#	1	1				1											
	%	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
WL-12	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-13	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-14	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WL-15	#																	
	%	100.00	0.00	0.00	0.00	0.00	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 Wage Leader)	#	38	37	1	5		27	1	3						1		1	
	%	100.00	97.37	2.63	13.16	0.00	71.05	2.63	7.89	0.00	0.00	0.00	0.00	0.00	2.63	0.00	2.63	0.00
Total Wage Leader Employees	#	39	38	1	5	0	28	1	3	0	0	0	0	0	1	0	1	0
	%	100.00	97.44	2.56	12.82	0.00	71.79	2.56	7.69	0.00	0.00	0.00	0.00	0.00	2.56	0.00	2.56	0.00

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Table A4WSP: WAGE SUPERVISOR (WS) GRADES - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Permanent Workforce

WS 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	#	5131	3480	1651	343	195	2668	1167	116	87	123	70	18	15	75	49	137	68
	%	100.00	67.82	32.18	6.68	3.80	52.00	22.74	2.26	1.70	2.40	1.36	0.35	0.29	1.46	0.95	2.67	1.33
Alternative Benchmark	%																	
WS-01	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-02	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-03	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-04	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-05	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-06	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-07	#	2	2				2											
	%	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-08	#																	
	%	100.00	0.00	0.00	0.00	0.00	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				1											
	%	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	#	1	1		1													
	%	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-11	#	3	3				3											
	%	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-12	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-13	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-14	#																	
	%	100.00	0.00	0.00	0.00	0.00	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-15	#																	
	%	100.00	0.00	0.00	0.00	0.00	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 Wage Supervisor)	#	77	74	3	5	1	59	2			4				3		3	
	%	100.00	96.10	3.90	6.49	1.30	76.62	2.60	0.00	0.00	5.19	0.00	0.00	0.00	3.90	0.00	3.90	0.00
Total Wage Supervisor Employees	#	84	81	3	6	1	65	2	0	0	4	0	0	0	3	0	3	0
	%	100.00	96.43	3.57	7.14	1.19	77.38	2.38	0.00	0.00	4.76	0.00	0.00	0.00	3.57	0.00	3.57	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	#	127	43	84	11	10	24	51	6	13		6		2		1	2	1
	%	100.00	33.86	66.14	8.66	7.87	18.90	40.16	4.72	10.24	0.00	4.72	0.00	1.57	0.00	0.79	1.57	0.79
Occupational CLF/SOC Code	%	100.00	38.84	61.16	4.67	6.72	27.97	43.24	3.36	7.09	1.92	2.42	0.03	0.09	0.15	0.32	0.74	1.27
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	127	48	79	11	12	26	53	6	7	2	5		1			3	1
	%	100.00	37.80	62.20	8.66	9.45	20.47	41.73	4.72	5.51	1.57	3.94	0.00	0.79	0.00	0.00	2.36	0.79
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	6	1	5	1	1		3								1		
	%	100.00	16.67	83.33	16.67	16.67	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.67	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	32	6	26		2	4	13	1	8		2		1			1	
	%	100.00	18.75	81.25	0.00	6.25	12.50	40.63	3.13	25.00	0.00	6.25	0.00	3.13	0.00	0.00	3.13	0.00

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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	#	155	92	63	5	8	80	51		1	2				1	3	4	
	%	100.00	59.35	40.65	3.23	5.16	51.61	32.90	0.00	0.65	1.29	0.00	0.00	0.00	0.65	1.94	2.58	0.00
Occupational CLF/SOC Code	%	100.00	51.55	48.45	2.67	3.07	41.84	36.80	1.21	1.93	4.17	5.02	0.09	0.01	0.23	0.28	1.32	1.33
GS-14	#	4	4		1		3											
	%	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
GS-13	#	22	15	7		2	15	5										
	%	100.00	68.18	31.82	0.00	9.09	68.18	22.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-12	#	76	44	32	3	2	35	28		1	2				1	1	3	
	%	100.00	57.89	42.11	3.95	2.63	46.05	36.84	0.00	1.32	2.63	0.00	0.00	0.00	1.32	1.32	3.95	0.00
GS-11	#	37	22	15	1	3	20	11								1	1	
	%	100.00	59.46	40.54	2.70	8.11	54.05	29.73	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.70	2.70	0.00
GS-09	#	8	3	5		1	3	4										
	%	100.00	37.50	62.50	0.00	12.50	37.50	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	8	4	4			4	3								1		
	%	100.00	50.00	50.00	0.00	0.00	50.00	37.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.50	0.00	0.00

Bureau of Reclamation - as of September 30, 2022

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	#	155	92	63	5	8	80	51		1	2				1	3	4	
	%	100.00	59.35	40.65	3.23	5.16	51.61	32.90	0.00	0.65	1.29	0.00	0.00	0.00	0.65	1.94	2.58	0.00
Occupational CLF/SOC Code	%	100.00	51.55	48.45	2.67	3.07	41.84	36.80	1.21	1.93	4.17	5.02	0.09	0.01	0.23	0.28	1.32	1.33
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	161	93	68	6	9	80	56		1	1				1	2	5	
	%	100.00	57.76	42.24	3.73	5.59	49.69	34.78	0.00	0.62	0.62	0.00	0.00	0.00	0.62	1.24	3.11	0.00
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	5	4	1		1	4											
	%	100.00	80.00	20.00	0.00	20.00	80.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	21	14	7			13	6			1					1		
	%	100.00	66.67	33.33	0.00	0.00	61.90	28.57	0.00	0.00	4.76	0.00	0.00	0.00	0.00	4.76	0.00	0.00

Bureau of Reclamation - as of September 30, 2022

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	#	97	34	63	4	3	25	43	2	6	2	7		1			1	3
	%	100.00	35.05	64.95	4.12	3.09	25.77	44.33	2.06	6.19	2.06	7.22	0.00	1.03	0.00	0.00	1.03	3.09
Occupational CLF/SOC Code	%	100.00	38.97	61.03	2.78	5.18	29.56	42.69	2.75	5.88	3.10	5.80	0.05	0.09	0.10	0.27	0.63	1.12
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	84	32	52	4	3	22	33		6	5	8		1			1	1
	%	100.00	38.10	61.90	4.76	3.57	26.19	39.29	0.00	7.14	5.95	9.52	0.00	1.19	0.00	0.00	1.19	1.19
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	4		4				3										1
	%	100.00	0.00	100.00	0.00	0.00	0.00	75.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	22	8	14	1		3	10	3	2		1					1	1
	%	100.00	36.36	63.64	4.55	0.00	13.64	45.45	13.64	9.09	0.00	4.55	0.00	0.00	0.00	0.00	4.55	4.55

Bureau of Reclamation - as of September 30, 2022

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	#	92	35	57	4	5	24	41	3	3		3				3	4	2
	%	100.00	38.04	61.96	4.35	5.43	26.09	44.57	3.26	3.26	0.00	3.26	0.00	0.00	0.00	3.26	4.35	2.17
Occupational CLF/SOC Code	%	100.00	38.33	61.67	3.07	5.61	27.31	37.58	4.62	11.38	2.34	5.23	0.05	0.09	0.13	0.29	0.82	1.50
GS-15	#	1		1				1										
	%	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	#	5	4	1			4	1										
	%	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-13	#	14	9	5	1		4	3	3	1						1	1	
	%	100.00	64.29	35.71	7.14	0.00	28.57	21.43	21.43	7.14	0.00	0.00	0.00	0.00	0.00	7.14	7.14	0.00
GS-12	#	21	9	12	1	2	7	8		1		1					1	
	%	100.00	42.86	57.14	4.76	9.52	33.33	38.10	0.00	4.76	0.00	4.76	0.00	0.00	0.00	0.00	4.76	0.00
GS-11	#	40	10	30	2	3	6	23		1		1				1	2	1
	%	100.00	25.00	75.00	5.00	7.50	15.00	57.50	0.00	2.50	0.00	2.50	0.00	0.00	0.00	2.50	5.00	2.50
GS-09	#	8	2	6			2	5										1
	%	100.00	25.00	75.00	0.00	0.00	25.00	62.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.50
GS-07	#	3	1	2			1					1				1		
	%	100.00	33.33	66.67	0.00	0.00	33.33	0.00	0.00	0.00	0.00	33.33	0.00	0.00	0.00	33.33	0.00	0.00

Bureau of Reclamation - as of September 30, 2022

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	#	92	35	57	4	5	24	41	3	3		3				3	4	2
	%	100.00	38.04	61.96	4.35	5.43	26.09	44.57	3.26	3.26	0.00	3.26	0.00	0.00	0.00	3.26	4.35	2.17
Occupational CLF/SOC Code	%	100.00	38.33	61.67	3.07	5.61	27.31	37.58	4.62	11.38	2.34	5.23	0.05	0.09	0.13	0.29	0.82	1.50
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	92	36	56	5	5	23	43	2	3	1	1				2	5	2
	%	100.00	39.13	60.87	5.43	5.43	25.00	46.74	2.17	3.26	1.09	1.09	0.00	0.00	0.00	2.17	5.43	2.17
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	4	1	3			1	2				1						
	%	100.00	25.00	75.00	0.00	0.00	25.00	50.00	0.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	10	2	8			1	6	1			1				1		
	%	100.00	20.00	80.00	0.00	0.00	10.00	60.00	10.00	0.00	0.00	10.00	0.00	0.00	0.00	10.00	0.00	0.00

Bureau of Reclamation - as of September 30, 2022

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	#	715	544	171	43	16	445	131	11	3	25	10	1		7	3	12	8
	%	100.00	76.08	23.92	6.01	2.24	62.24	18.32	1.54	0.42	3.50	1.40	0.14	0.00	0.98	0.42	1.68	1.12
Occupational CLF/SOC Code	%	100.00	86.19	13.81	6.20	1.21	67.87	9.86	3.50	0.81	6.81	1.50	0.07	0.02	0.22	0.06	1.52	0.35
GS-15	#	6	4	2	1		3	2										
	%	100.00	66.67	33.33	16.67	0.00	50.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-14	#	56	44	12	1		38	12	1		4							
	%	100.00	78.57	21.43	1.79	0.00	67.86	21.43	1.79	0.00	7.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	197	151	46	14	7	125	35	3		5	3	1		2		1	1
	%	100.00	76.65	23.35	7.11	3.55	63.45	17.77	1.52	0.00	2.54	1.52	0.51	0.00	1.02	0.00	0.51	0.51
GS-12	#	292	227	65	18	3	186	52	2	2	11	4			5		5	4
	%	100.00	77.74	22.26	6.16	1.03	63.70	17.81	0.68	0.68	3.77	1.37	0.00	0.00	1.71	0.00	1.71	1.37
GS-11	#	137	96	41	7	5	75	27	5		5	3				3	4	3
	%	100.00	70.07	29.93	5.11	3.65	54.74	19.71	3.65	0.00	3.65	2.19	0.00	0.00	0.00	2.19	2.92	2.19
GS-09	#	16	14	2	2		11	1		1							1	
	%	100.00	87.50	12.50	12.50	0.00	68.75	6.25	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	6.25	0.00
GS-07	#	11	8	3		1	7	2									1	
	%	100.00	72.73	27.27	0.00	9.09	63.64	18.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.09	0.00

Bureau of Reclamation - as of September 30, 2022

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	#	715	544	171	43	16	445	131	11	3	25	10	1		7	3	12	8
	%	100.00	76.08	23.92	6.01	2.24	62.24	18.32	1.54	0.42	3.50	1.40	0.14	0.00	0.98	0.42	1.68	1.12
Occupational CLF/SOC Code	%	100.00	86.19	13.81	6.20	1.21	67.87	9.86	3.50	0.81	6.81	1.50	0.07	0.02	0.22	0.06	1.52	0.35
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	707	545	162	42	15	450	127	11	2	25	9	1		7	2	9	7
	%	100.00	77.09	22.91	5.94	2.12	63.65	17.96	1.56	0.28	3.54	1.27	0.14	0.00	0.99	0.28	1.27	0.99
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	55	36	19	5	3	29	14	1	1		1			1			
	%	100.00	65.45	34.55	9.09	5.45	52.73	25.45	1.82	1.82	0.00	1.82	0.00	0.00	1.82	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	80	59	21	4		48	17	2	1	2	1			1	3	1	
	%	100.00	73.75	26.25	5.00	0.00	60.00	21.25	2.50	1.25	2.50	1.25	0.00	0.00	0.00	1.25	3.75	1.25

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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	#	92	78	14	4	2	64	11	2	1	1						7	
	%	100.00	84.78	15.22	4.35	2.17	69.57	11.96	2.17	1.09	1.09	0.00	0.00	0.00	0.00	0.00	7.61	0.00
Occupational CLF/SOC Code	%	100.00	91.63	8.37	5.65	0.62	74.78	5.95	3.30	0.47	6.22	1.06	0.07	0.01	0.24	0.02	1.38	0.23
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	93	78	15	6	3	60	12	2		3				1		6	
	%	100.00	83.87	16.13	6.45	3.23	64.52	12.90	2.15	0.00	3.23	0.00	0.00	0.00	1.08	0.00	6.45	0.00
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	3	1	2		1	1			1								
	%	100.00	33.33	66.67	0.00	33.33	33.33	0.00	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	9	8	1	1		6			1							1	
	%	100.00	88.89	11.11	11.11	0.00	66.67	0.00	0.00	11.11	0.00	0.00	0.00	0.00	0.00	0.00	11.11	0.00

Bureau of Reclamation - as of September 30, 2022

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	#	139	121	18	8	1	86	10	4		15	5			3	2	5	
	%	100.00	87.05	12.95	5.76	0.72	61.87	7.19	2.88	0.00	10.79	3.60	0.00	0.00	2.16	1.44	3.60	0.00
Occupational CLF/SOC Code	%	100.00	91.10	8.90	6.39	0.90	67.44	5.31	4.73	0.83	10.41	1.64	0.08	0.00	0.15	0.03	1.90	0.19
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	150	131	19	13	2	90	9	6		15	6			3	2	4	
	%	100.00	87.33	12.67	8.67	1.33	60.00	6.00	4.00	0.00	10.00	4.00	0.00	0.00	2.00	1.33	2.67	0.00
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	5	4	1	1		2	1			1							
	%	100.00	80.00	20.00	20.00	0.00	40.00	20.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	11	10	1			7	1	1		1						1	
	%	100.00	90.91	9.09	0.00	0.00	63.64	9.09	9.09	0.00	9.09	0.00	0.00	0.00	0.00	0.00	9.09	0.00

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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	#	181	78	103	12	17	47	64	7	6	3	3	1	1	1	3	7	9
	%	100.00	43.09	56.91	6.63	9.39	25.97	35.36	3.87	3.31	1.66	1.66	0.55	0.55	0.55	1.66	3.87	4.97
Occupational CLF/SOC Code	%	100.00	47.26	52.74	4.27	4.72	36.80	39.04	3.32	5.20	1.97	2.46	0.05	0.07	0.17	0.26	0.68	0.99
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	159	69	90	8	15	46	58	5	3	3	3	1		1	4	5	7
	%	100.00	43.40	56.60	5.03	9.43	28.93	36.48	3.14	1.89	1.89	1.89	0.63	0.00	0.63	2.52	3.14	4.40
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	7	5	2			5	2										
	%	100.00	71.43	28.57	0.00	0.00	71.43	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	58	28	30	3	3	14	16	5	5	1		1	1			4	5
	%	100.00	48.28	51.72	5.17	5.17	24.14	27.59	8.62	8.62	1.72	0.00	1.72	1.72	0.00	0.00	6.90	8.62

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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	#	156	152	4	10	1	122	2	2		4	1			10		4	
	%	100.00	97.44	2.56	6.41	0.64	78.21	1.28	1.28	0.00	2.56	0.64	0.00	0.00	6.41	0.00	2.56	0.00
Occupational CLF/SOC Code	%	100.00	97.65	2.35	13.61	0.27	72.99	1.60	7.06	0.32	1.46	0.06	0.15	0.00	0.70	0.03	1.67	0.07
XE-00	#	5	5		1		3								1			
	%	100.00	100.00	0.00	20.00	0.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00	0.00
BL-00	#	8	8		1		7											
	%	100.00	100.00	0.00	12.50	0.00	87.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
BB-00	#	140	136	4	8	1	110	2	2		4	1			9		3	
	%	100.00	97.14	2.86	5.71	0.71	78.57	1.43	1.43	0.00	2.86	0.71	0.00	0.00	6.43	0.00	2.14	0.00
WB-00	#	3	3				2										1	
	%	100.00	100.00	0.00	0.00	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	0.00

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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	#	221	217	4	9	1	181	3	2				1		16		8	
	%	100.00	98.19	1.81	4.07	0.45	81.90	1.36	0.90	0.00	0.00	0.00	0.45	0.00	7.24	0.00	3.62	0.00
Occupational CLF/SOC Code	%	100.00	95.19	4.81	12.65	0.59	69.71	3.04	8.11	0.83	2.32	0.20	0.13	0.01	0.60	0.05	1.66	0.11
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	238	234	4	13	1	194	3	2				2		17		6	
	%	100.00	98.32	1.68	5.46	0.42	81.51	1.26	0.84	0.00	0.00	0.00	0.84	0.00	7.14	0.00	2.52	0.00
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	11				11											
	%	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
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	12	12		2		8										2	
	%	100.00	100.00	0.00	16.67	0.00	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.67	0.00

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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	#	156	151	5	9	1	128	2	3		2		1		2	2	6	
	%	100.00	96.79	3.21	5.77	0.64	82.05	1.28	1.92	0.00	1.28	0.00	0.64	0.00	1.28	1.28	3.85	0.00
Occupational CLF/SOC Code	%	100.00	94.61	5.39	9.97	0.49	71.71	3.74	8.23	0.87	1.95	0.12	0.14	0.02	1.10	0.07	1.50	0.08
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#	146	141	5	7	1	120	2	2		2		1		3	2	6	
	%	100.00	96.58	3.42	4.79	0.68	82.19	1.37	1.37	0.00	1.37	0.00	0.68	0.00	2.05	1.37	4.11	0.00
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	8	8				8											
	%	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
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	14	1	1		10	1	1		1						1	
	%	100.00	93.33	6.67	6.67	0.00	66.67	6.67	6.67	0.00	6.67	0.00	0.00	0.00	0.00	0.00	6.67	0.00

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Table A6T (0401): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Temporary 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	#															
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF/SOC Code	%	100.00	51.55	48.45	2.67	3.07	41.84	36.80	1.21	1.93	4.17	5.02	0.09	0.01	0.23	0.28	1.32	1.33

Bureau of Reclamation - as of September 30, 2022

Table A6T (1102): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Temporary 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	#	2	2				2											
	%	100.00	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF/SOC Code	%	100.00	47.26	52.74	4.27	4.72	36.80	39.04	3.32	5.20	1.97	2.46	0.05	0.07	0.17	0.26	0.68	0.99
Internal Competitive Promotions																		
Vacancy Announcements	#																	
Relevant Applicant Pool	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internal Applications	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																		
Vacancy Announcements	#																	
Voluntarily Identified Applicants	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	4	3	1			2										1	1
	%	100.00	75.00	25.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	25.00

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Table A6T (5407): MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate) - Temporary 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	#																		
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF/SOC Code	%	100.00	94.61	5.39	9.97	0.49	71.71	3.74	8.23	0.87	1.95	0.12	0.14	0.02	1.10	0.07	1.50	0.08	

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

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 (9/30/2021)	#	5115	3482	1633	352	200	2685	1163	103	79	124	65	20	11	72	49	126	66
	%	100.00	68.07	31.93	6.88	3.91	52.49	22.74	2.01	1.54	2.42	1.27	0.39	0.22	1.41	0.96	2.46	1.29
Alternative Benchmark	%																	
Time Off Awards																		
Time-Off Awards: 1-10 hours	#	1044	621	423	39	36	521	310	10	22	18	27		8	8	8	25	12
	%	100.00	59.48	40.52	3.74	3.45	49.90	29.69	0.96	2.11	1.72	2.59	0.00	0.77	0.77	0.77	2.39	1.15
Total Hours	#	4283	2710	1573	170	129	2275	1209	32	68	66	85		22	65	22	102	38
Average Hours	#	4.10	4.36	3.72	4.36	3.58	4.37	3.90	3.20	3.09	3.67	3.15	0.00	2.75	8.13	2.75	4.08	3.17
Time-Off Awards: 11-20 hours	#	305	199	106	26	16	146	73	7	4	5	3	3	2	5	3	7	5
	%	100.00	65.25	34.75	8.52	5.25	47.87	23.93	2.30	1.31	1.64	0.98	0.98	0.66	1.64	0.98	2.30	1.64
Total Hours	#	4994	3231	1763	405	265	2389	1217	123	64	77	50	52	29	83	51	102	87
Average Hours	#	16.37	16.24	16.63	15.58	16.56	16.36	16.67	17.57	16.00	15.40	16.67	17.33	14.50	16.60	17.00	14.57	17.40
Time-Off Awards: 21-30 hours	#	137	73	64	8	6	54	44	1	3	4	8			2	1	4	2
	%	100.00	53.28	46.72	5.84	4.38	39.42	32.12	0.73	2.19	2.92	5.84	0.00	0.00	1.46	0.73	2.92	1.46
Total Hours	#	3303	1745	1558	191	142	1290	1071	24	75	93	198			51	24	96	48
Average Hours	#	24.11	23.90	24.34	23.88	23.67	23.89	24.34	24.00	25.00	23.25	24.75	0.00	0.00	25.50	24.00	24.00	24.00
Time-Off Awards: 31-40 hours	#	547	371	176	27	20	300	128	11	6	4	5	2		12	4	15	13
	%	100.00	67.82	32.18	4.94	3.66	54.84	23.40	2.01	1.10	0.73	0.91	0.37	0.00	2.19	0.73	2.74	2.38
Total Hours	#	21555	14647	6908	1054	764	11873	5048	426	232	148	192	78		474	152	594	520
Average Hours	#	39.41	39.48	39.25	39.04	38.20	39.58	39.44	38.73	38.67	37.00	38.40	39.00	0.00	39.50	38.00	39.60	40.00
Time-Off Awards: 41 or more hours	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#																	
Average Hours	#	0.00	0.00	0.00	0.00	0.00	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 TimeOff Awards	#	2033	1264	769	100	78	1021	555	29	35	31	43	5	10	27	16	51	32
	%	100.00	62.17	37.83	4.92	3.84	50.22	27.30	1.43	1.72	1.52	2.12	0.25	0.49	1.33	0.79	2.51	1.57
Total Hours	#	34135	22333	11802	1820	1300	17827	8545	605	439	384	525	130	51	673	249	894	693

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

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 (9/30/2021)	#	5115	3482	1633	352	200	2685	1163	103	79	124	65	20	11	72	49	126	66
	%	100.00	68.07	31.93	6.88	3.91	52.49	22.74	2.01	1.54	2.42	1.27	0.39	0.22	1.41	0.96	2.46	1.29
Alternative Benchmark	%																	
Average Hours	#	16.79	17.67	15.35	18.20	16.67	17.46	15.40	20.86	12.54	12.39	12.21	26.00	5.10	24.93	15.56	17.53	21.66

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

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 (9/30/2021)	#	5115	3482	1633	352	200	2685	1163	103	79	124	65	20	11	72	49
	%	100.00	68.07	31.93	6.88	3.91	52.49	22.74	2.01	1.54	2.42	1.27	0.39	0.22	1.41	0.96	2.46	1.29
Alternative Benchmark	%																	

Cash Awards

Cash Awards: \$500 and Under	#	1633	1080	553	87	64	850	403	40	28	38	22	2	3	26	12	37	21
	%	100.00	66.14	33.86	5.33	3.92	52.05	24.68	2.45	1.71	2.33	1.35	0.12	0.18	1.59	0.73	2.27	1.29
Total Amount	\$	638008	417494	220514	35471	25261	324907	160308	17564	11929	13337	8515	801	1350	10126	5500	15288	7651
Average Amount	\$	390.70	386.57	398.76	407.71	394.70	382.24	397.79	439.10	426.04	350.97	387.05	400.50	450.00	389.46	458.33	413.19	364.33
Cash Awards: \$501 - \$999	#	1277	827	450	80	50	638	310	29	21	31	24	6	6	14	13	29	26
	%	100.00	64.76	35.24	6.26	3.92	49.96	24.28	2.27	1.64	2.43	1.88	0.47	0.47	1.10	1.02	2.27	2.04
Total Amount	\$	960855	620960	339895	61774	37522	476663	233711	22621	15846	23467	17867	5094	4552	10019	10217	21322	20180
Average Amount	\$	752.43	750.86	755.32	772.18	750.44	747.12	753.91	780.03	754.57	757.00	744.46	849.00	758.67	715.64	785.92	735.24	776.15
Cash Awards: \$1000 - \$1999	#	2750	1754	996	213	138	1329	706	43	39	53	38	12	10	39	34	65	31
	%	100.00	63.78	36.22	7.75	5.02	48.33	25.67	1.56	1.42	1.93	1.38	0.44	0.36	1.42	1.24	2.36	1.13
Total Amount	\$	3688240	2349543	1338697	288417	186392	1771054	944494	60546	55650	72557	49138	14268	15369	54962	46365	87739	41289
Average Amount	\$	1341.18	1339.53	1344.07	1354.07	1350.67	1332.62	1337.81	1408.05	1426.92	1369.00	1293.11	1189.00	1536.90	1409.28	1363.68	1349.83	1331.90
Cash Awards: \$2000 - \$2999	#	1471	1023	448	80	54	838	334	20	17	33	15	4	5	18	9	30	14
	%	100.00	69.54	30.46	5.44	3.67	56.97	22.71	1.36	1.16	2.24	1.02	0.27	0.34	1.22	0.61	2.04	0.95
Total Amount	\$	3536063	2469985	1066078	190045	129090	2028101	792997	46761	43579	78453	35329	10738	10445	45119	20536	70768	34102
Average Amount	\$	2403.85	2414.45	2379.64	2375.56	2390.56	2420.17	2374.24	2338.05	2563.47	2377.36	2355.27	2684.50	2089.00	2506.61	2281.78	2358.93	2435.86
Cash Awards: \$3000 - \$3999	#	580	429	151	29	13	361	118	9	7	10	7	1	2	9	1	10	3
	%	100.00	73.97	26.03	5.00	2.24	62.24	20.34	1.55	1.21	1.72	1.21	0.17	0.34	1.55	0.17	1.72	0.52
Total Amount	\$	1954230	1447393	506837	96244	46063	1216302	394280	30347	23606	33892	22833	3642	6586	31647	3315	35319	10154
Average Amount	\$	3369.36	3373.88	3356.54	3318.76	3543.31	3369.26	3341.36	3371.89	3372.29	3389.20	3261.86	3642.00	3293.00	3516.33	3315.00	3531.90	3384.67
Cash Awards: \$4000 - \$4999	#	235	155	80	15	10	125	56	3	3	7	6		1	1	2	4	2
	%	100.00	65.96	34.04	6.38	4.26	53.19	23.83	1.28	1.28	2.98	2.55	0.00	0.43	0.43	0.85	1.70	0.85
Total Amount	\$	1035210	680347	354863	64068	45579	550360	246010	13155	12805	30922	28395		4500	4124	8862	17718	8712

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

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 (9/30/2021)	#	5115	3482	1633	352	200	2685	1163	103	79	124	65	20	11	72	49	126	66
	%	100.00	68.07	31.93	6.88	3.91	52.49	22.74	2.01	1.54	2.42	1.27	0.39	0.22	1.41	0.96	2.46	1.29
Alternative Benchmark	%																	
Average Amount	\$	4405.15	4389.34	4435.79	4271.20	4557.90	4402.88	4393.04	4385.00	4268.33	4417.43	4732.50	0.00	4500.00	4124.00	4431.00	4429.50	4356.00
Cash Awards: \$5000 or more	#	201	139	62	12	10	117	51	2		4				2	1	2	
	%	100.00	69.15	30.85	5.97	4.98	58.21	25.37	1.00	0.00	1.99	0.00	0.00	0.00	1.00	0.50	1.00	0.00
Total Amount	\$	1514512	1054403	460109	70470	56676	929543	397457	10621		21429				12053	5976	10287	
Average Amount	\$	7534.89	7585.63	7421.11	5872.50	5667.60	7944.81	7793.27	5310.50	0.00	5357.25	0.00	0.00	0.00	6026.50	5976.00	5143.50	0.00
Other Awards																		
Quality Step Increases (QSI)	#	379	198	181	15	20	166	136	2	8	7	9	1		1	1	6	7
	%	100.00	52.24	47.76	3.96	5.28	43.80	35.88	0.53	2.11	1.85	2.37	0.26	0.00	0.26	0.26	1.58	1.85
Total Benefit	\$	999327	536977	462350	38352	44664	452742	355706	6164	19590	17566	22527	4680		2583	4084	14890	15779
Average Benefit	\$	2636.75	2712.01	2554.42	2556.80	2233.20	2727.36	2615.49	3082.00	2448.75	2509.43	2503.00	4680.00	0.00	2583.00	4084.00	2481.67	2254.14
Performance Based Pay Increase	#	14	11	3			11	3										
	%	100.00	78.57	21.43	0.00	0.00	78.57	21.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Benefit	\$	78923	63534	15389			63534	15389										
Average Benefit	\$	5637.36	5775.82	5129.67	0.00	0.00	5775.82	5129.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Monetary Awards	#	8540	5616	2924	531	359	4435	2117	148	123	183	121	26	27	110	73	183	104
	%	100.00	65.76	34.24	6.22	4.20	51.93	24.79	1.73	1.44	2.14	1.42	0.30	0.32	1.29	0.85	2.14	1.22
Total Value	\$	14405368	9640636	4764732	844841	571247	7813206	3540352	207779	183005	291623	184604	39223	42802	170633	104855	273331	137867
Average Value	\$	1686.81	1716.64	1629.53	1591.04	1591.22	1761.71	1672.34	1403.91	1487.85	1593.57	1525.65	1508.58	1585.26	1551.21	1436.37	1493.61	1325.64

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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	#	5241	3970	475	796	198	2	24	56	19	6	11	2	13	3	56	2	4
	%	100.00	75.75	9.06	15.19	3.78	0.04	0.46	1.07	0.36	0.11	0.21	0.04	0.25	0.06	1.07	0.04	0.08
Current FY	#	5254	3798	658	798	191	3	21	56	18	7	10	2	13	3	53	1	4
	%	100.00	72.29	12.52	15.19	3.64	0.06	0.40	1.07	0.34	0.13	0.19	0.04	0.25	0.06	1.01	0.02	0.08
501 Goal	%				12.00%	2.00%												
Difference	#	13	-172	183	2	-7	1	-3	0	-1	1	-1	0	0	0	-3	-1	0
Ratio Change	%	0.00	-3.46	3.46	0.00	-0.14	0.02	-0.06	0.00	-0.02	0.02	-0.02	0.00	0.00	0.00	-0.06	-0.02	0.00
Net Change	%	0.25	-4.33	38.53	0.25	-3.54	50.00	-12.50	0.00	-5.26	16.67	-9.09	0.00	0.00	0.00	-5.36	-50.00	0.00
EMPLOYEE GAINS																		
New Hires	#	859	428	314	117	31	1	3	11	2	2			2		10		
	%	100.00	49.83	36.55	13.62	3.61	0.12	0.35	1.28	0.23	0.23	0.00	0.00	0.23	0.00	1.16	0.00	0.00
EMPLOYEE LOSSES																		
Reduction in Force	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	8	1	5	2													
	%	100.00	12.50	62.50	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
Resignation	#	237	170	42	25	9		2	3							4		
	%	100.00	71.73	17.72	10.55	3.80	0.00	0.84	1.27	0.00	0.00	0.00	0.00	0.00	0.00	1.69	0.00	0.00
Retirement	#	218	174	9	35	14		1	5	3				1		4		
	%	100.00	79.82	4.13	16.06	6.42	0.00	0.46	2.29	1.38	0.00	0.00	0.00	0.46	0.00	1.83	0.00	0.00
Other Separations	#	263	186	40	37	12		2	2	1		1		1		4	1	
	%	100.00	70.72	15.21	14.07	4.56	0.00	0.76	0.76	0.38	0.00	0.38	0.00	0.38	0.00	1.52	0.38	0.00
Total Separations	#	726	531	96	99	35	0	5	10	4	0	1	0	2	0	12	1	0
	%	100.00	73.14	13.22	13.64	4.82	0.00	0.69	1.38	0.55	0.00	0.14	0.00	0.28	0.00	1.65	0.14	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)	
PERMANENT WORKFORCE																		
Prior FY	#	5115	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3
	%	100.00	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06
Current FY	#	5131	3723	622	786	187	3	21	54	18	7	10	2	13	3	52	1	3
	%	100.00	72.56	12.12	15.32	3.64	0.06	0.41	1.05	0.35	0.14	0.19	0.04	0.25	0.06	1.01	0.02	0.06
Difference	#	16	-148	162	2	-8	1	-3	0	-1	1	-1	0	0	0	-4	-1	0
Ratio Change	%	0.00	-3.12	3.13	-0.01	-0.17	0.02	-0.06	0.00	-0.02	0.02	-0.02	0.00	0.00	0.00	-0.08	-0.02	0.00
Net Change	%	0.31	-3.82	35.22	0.26	-4.10	50.00	-12.50	0.00	-5.26	16.67	-9.09	0.00	0.00	0.00	-7.14	-50.00	0.00
EMPLOYEE GAINS																		
New Hires	#	742	368	271	103	27	1	3	10	2	2		2		7			
	%	100.00	49.60	36.52	13.88	3.64	0.13	0.40	1.35	0.27	0.27	0.00	0.00	0.27	0.00	0.94	0.00	0.00
EMPLOYEE LOSSES																		
Reduction in Force	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	7	1	4	2													
	%	100.00	14.29	57.14	28.57	0.00	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	#	209	148	37	24	9		2	3							4		
	%	100.00	70.81	17.70	11.48	4.31	0.00	0.96	1.44	0.00	0.00	0.00	0.00	0.00	0.00	1.91	0.00	0.00
Retirement	#	218	174	9	35	14		1	5	3			1		4			
	%	100.00	79.82	4.13	16.06	6.42	0.00	0.46	2.29	1.38	0.00	0.00	0.46	0.00	1.83	0.00	0.00	
Other Separations	#	222	153	35	34	12		2	2	1		1	1		4	1		
	%	100.00	68.92	15.77	15.32	5.41	0.00	0.90	0.90	0.45	0.00	0.45	0.45	0.00	1.80	0.45	0.00	
Total Separations	#	656	476	85	95	35	0	5	10	4	0	1	2	0	12	1	0	
	%	100.00	72.56	12.96	14.48	5.34	0.00	0.76	1.52	0.61	0.00	0.15	0.30	0.00	1.83	0.15	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	#	53	18	35	11		1	3		1	1		1		4			
	%	100.00	0.00	33.96	66.04	20.75	0.00	1.89	5.66	0.00	1.89	1.89	0.00	1.89	0.00	7.55	0.00	0.00
Current FY	#	91	37	54	14	1	1	5	2	1	1		1		2			
	%	100.00	0.00	40.66	59.34	15.38	1.10	1.10	5.49	2.20	1.10	1.10	0.00	1.10	0.00	2.20	0.00	0.00
Difference	#	38	0	19	19	3	1	2	2	0	0	0	0	0	-2	0	0	
Ratio Change	%	0.00	0.00	6.70	-6.70	-5.37	1.10	-0.79	-0.17	2.20	-0.79	-0.79	0.00	-0.79	0.00	-5.35	0.00	0.00
Net Change	%	71.70	0.00	105.56	54.29	27.27	0.00	0.00	66.67	0.00	0.00	0.00	0.00	0.00	-50.00	0.00	0.00	
EMPLOYEE GAINS																		
New Hires	#	48	23	25	4	1		3										
	%	100.00	0.00	47.92	52.08	8.33	2.08	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
EMPLOYEE LOSSES																		
Convert to Career	#	16	5	11	4			2							2			
	%	100.00	0.00	31.25	68.75	25.00	0.00	0.00	12.50	0.00	0.00	0.00	0.00	0.00	12.50	0.00	0.00	
Total Separations	#	4	1	3	1										1			
	%	100.00	0.00	25.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	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	#	5241	4445	3970	475	796	198	2	24	56	19	6	11	2	13	3	56	2	4
	%	100.00	84.81	75.75	9.06	15.19	3.78	0.04	0.46	1.07	0.36	0.11	0.21	0.04	0.25	0.06	1.07	0.04	0.08
Current FY	#	5254	4456	3798	658	798	191	3	21	56	18	7	10	2	13	3	53	1	4
	%	100.00	84.81	72.29	12.52	15.19	3.64	0.06	0.40	1.07	0.34	0.13	0.19	0.04	0.25	0.06	1.01	0.02	0.08
501 Goal	%					12.00%	2.00%												
Difference	#	13	11	-172	183	2	-7	1	-3	0	-1	1	-1	0	0	0	-3	-1	0
Ratio Change	%	0.00	0.00	-3.46	3.46	0.00	-0.14	0.02	-0.06	0.00	-0.02	0.02	-0.02	0.00	0.00	0.00	-0.06	-0.02	0.00
Net Change	%	0.25	0.25	-4.33	38.53	0.25	-3.54	50.00	-12.50	0.00	-5.26	16.67	-9.09	0.00	0.00	0.00	-5.36	-50.00	0.00
EMPLOYEE GAINS (Current FY Inclusion Rate)																			
New Hires	#	859	742	428	314	117	31	1	3	11	2	2		2		10			
	%	16.35	16.65	11.27	47.72	14.66	16.23	33.33	14.29	19.64	11.11	28.57	0.00	0.00	15.38	0.00	18.87	0.00	0.00
EMPLOYEE LOSSES (Prior FY Inclusion Rate)																			
Reduction in Force	#		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	#	8	6	1	5	2													
	%	0.15	0.13	0.03	1.05	0.25	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
Resignation	#	237	212	170	42	25	9		2	3							4		
	%	4.52	4.77	4.28	8.84	3.14	4.55	0.00	8.33	5.36	0.00	0.00	0.00	0.00	0.00	0.00	7.14	0.00	0.00
Retirement	#	218	183	174	9	35	14		1	5	3			1		4			
	%	4.16	4.12	4.38	1.89	4.40	7.07	0.00	4.17	8.93	15.79	0.00	0.00	0.00	7.69	0.00	7.14	0.00	0.00
Other Separations	#	263	226	186	40	37	12		2	2	1		1	1		4	1		
	%	5.02	5.08	4.69	8.42	4.65	6.06	0.00	8.33	3.57	5.26	0.00	9.09	0.00	7.69	0.00	7.14	50.00	0.00
Total Separations	#	726	627	531	96	99	35	0	5	10	4	0	1	0	2	0	12	1	0
	%	13.85	14.11	13.38	20.21	12.44	17.68	0.00	20.83	17.86	21.05	0.00	9.09	0.00	15.38	0.00	21.43	50.00	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)	
PERMANENT WORKFORCE																			
Prior FY	#	5115	4331	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3
	%	100.00	84.67	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06
Current FY	#	5131	4345	3723	622	786	187	3	21	54	18	7	10	2	13	3	52	1	3
	%	100.00	84.68	72.56	12.12	15.32	3.64	0.06	0.41	1.05	0.35	0.14	0.19	0.04	0.25	0.06	1.01	0.02	0.06
Difference	#	16	14	-148	162	2	-8	1	-3	0	-1	1	-1	0	0	0	-4	-1	0
Ratio Change	%	0.00	0.01	-3.12	3.13	-0.01	-0.17	0.02	-0.06	0.00	-0.02	0.02	-0.02	0.00	0.00	0.00	-0.08	-0.02	0.00
Net Change	%	0.31	0.32	-3.82	35.22	0.26	-4.10	50.00	-12.50	0.00	-5.26	16.67	-9.09	0.00	0.00	0.00	-7.14	-50.00	0.00
EMPLOYEE GAINS (Current FY Inclusion Rate)																			
New Hires	#	742	639	368	271	103	27	1	3	10	2	2		2		7			
	%	14.46	14.71	9.88	43.57	13.10	14.44	33.33	14.29	18.52	11.11	28.57	0.00	0.00	15.38	0.00	13.46	0.00	0.00
EMPLOYEE LOSSES (Prior FY Inclusion Rate)																			
Reduction in Force	#		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	#	7	5	1	4	2													
	%	0.14	0.12	0.03	0.87	0.26	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
Resignation	#	209	185	148	37	24	9		2	3							4		
	%	4.09	4.27	3.82	8.04	3.06	4.62	0.00	8.33	5.56	0.00	0.00	0.00	0.00	0.00	0.00	7.14	0.00	0.00
Retirement	#	218	183	174	9	35	14		1	5	3			1			4		
	%	4.26	4.23	4.49	1.96	4.46	7.18	0.00	4.17	9.26	15.79	0.00	0.00	0.00	7.69	0.00	7.14	0.00	0.00
Other Separations	#	222	188	153	35	34	12		2	2	1		1	1			4	1	
	%	4.34	4.34	3.95	7.61	4.34	6.15	0.00	8.33	3.70	5.26	0.00	9.09	0.00	7.69	0.00	7.14	50.00	0.00
Total Separations	#	656	561	476	85	95	35	0	5	10	4	0	1	0	2	0	12	1	0
	%	12.83	12.95	12.30	18.48	12.12	17.95	0.00	20.83	18.52	21.05	0.00	9.09	0.00	15.38	0.00	21.43	50.00	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	#	53	18		18	35	11		1	3		1	1		1		4		
	%	100.00	33.96	0.00	33.96	66.04	20.75	0.00	1.89	5.66	0.00	1.89	1.89	0.00	1.89	0.00	7.55	0.00	0.00
Current FY	#	91	37		37	54	14		1	5		1	1		1		2		
	%	100.00	40.66	0.00	40.66	59.34	15.38	1.10	1.10	5.49	2.20	1.10	1.10	0.00	1.10	0.00	2.20	0.00	0.00
Difference	#	38	19	0	19	19	3	1	0	2	2	0	0	0	0	0	-2	0	0
Ratio Change	%	0.00	6.70	0.00	6.70	-6.70	-5.37	1.10	-0.79	-0.17	2.20	-0.79	-0.79	0.00	-0.79	0.00	-5.35	0.00	0.00
Net Change	%	71.70	105.56	0.00	105.56	54.29	27.27	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 GAINS (Current FY Inclusion Rate)																			
New Hires	#	48	23		23	25	4	1		3									
	%	52.75	62.16	0.00	62.16	46.30	28.57	100.00	0.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
EMPLOYEE LOSSES (Prior FY Inclusion Rate)																			
Convert to Career	#	16	5		5	11	4			2							2		
	%	30.19	27.78	0.00	27.78	31.43	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
Separations	#	4	1		1	3	1										1		
	%	7.55	5.56	0.00	5.56	8.57	9.09	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.00	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	#	5131	3723	622	786	187	3	21	54	18	7	10	2	13	3	52	1	3
	%	100.00	72.56	12.12	15.32	3.64	0.06	0.41	1.05	0.35	0.14	0.19	0.04	0.25	0.06	1.01	0.02	0.06
Pacific Northwest Region	#	1110	792	141	177	46		2	16	7	2	2		4	1	11		1
	%	100.00	71.35	12.70	15.95	4.14	0.00	0.18	1.44	0.63	0.18	0.18	0.00	0.36	0.09	0.99	0.00	0.09
Mid-Pacific Region	#	854	615	115	124	36	1	4	14	2	1	1		3		9		1
	%	100.00	72.01	13.47	14.52	4.22	0.12	0.47	1.64	0.23	0.12	0.12	0.00	0.35	0.00	1.05	0.00	0.12
Lower Colorado Region	#	723	542	78	103	18		5	3	2	1	2		2		3		
	%	100.00	74.97	10.79	14.25	2.49	0.00	0.69	0.41	0.28	0.14	0.28	0.00	0.28	0.00	0.41	0.00	0.00
Upper Colorado Region	#	802	527	128	147	37	2	3	10	4	1	2	1	1		12	1	
	%	100.00	65.71	15.96	18.33	4.61	0.25	0.37	1.25	0.50	0.12	0.25	0.12	0.12	0.00	1.50	0.12	0.00
Great Plains Region	#	562	425	49	88	14		3	3		1	3		2		1		1
	%	100.00	75.62	8.72	15.66	2.49	0.00	0.53	0.53	0.00	0.18	0.53	0.00	0.36	0.00	0.18	0.00	0.18
Denver-Washington DC	#	1080	822	111	147	36		4	8	3	1		1	1	2	16		
	%	100.00	76.11	10.28	13.61	3.33	0.00	0.37	0.74	0.28	0.09	0.00	0.09	0.09	0.19	1.48	0.00	0.00

Bureau of Reclamation - as of September 30, 2022

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

GS/GM 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			1													
	%	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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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			4	2		1							1			
	%	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	#	26	14	3	9	1									1			
	%	100.00	53.85	11.54	34.62	3.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.85	0.00	0.00	0.00
GS-05	#	108	58	17	33	9	1	1	2	1					1	3		
	%	100.00	53.70	15.74	30.56	8.33	0.93	0.93	1.85	0.93	0.00	0.00	0.00	0.00	0.93	2.78	0.00	0.00
GS-06	#	139	77	35	27	9	1	1	2			1		1		3		
	%	100.00	55.40	25.18	19.42	6.47	0.72	0.72	1.44	0.00	0.00	0.72	0.00	0.72	0.00	2.16	0.00	0.00
GS-07	#	327	190	56	81	25		5	7	2			1	3		7		
	%	100.00	58.10	17.13	24.77	7.65	0.00	1.53	2.14	0.61	0.00	0.00	0.31	0.92	0.00	2.14	0.00	0.00
GS-08	#	69	53	7	9													
	%	100.00	76.81	10.14	13.04	0.00	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	#	329	204	59	66	20		3	7	5		1				4		
	%	100.00	62.01	17.93	20.06	6.08	0.00	0.91	2.13	1.52	0.00	0.30	0.00	0.00	0.00	1.22	0.00	0.00
GS-10	#	36	16	13	7	1			1									
	%	100.00	44.44	36.11	19.44	2.78	0.00	0.00	2.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-11	#	757	550	86	121	29		1	12	1	2	3		2		7	1	
	%	100.00	72.66	11.36	15.98	3.83	0.00	0.13	1.59	0.13	0.26	0.40	0.00	0.26	0.00	0.92	0.13	0.00
GS-12	#	1264	941	154	169	35		7	6	2	3	2	1	3		10		1
	%	100.00	74.45	12.18	13.37	2.77	0.00	0.55	0.47	0.16	0.24	0.16	0.08	0.24	0.00	0.79	0.00	0.08
GS-13	#	723	604	48	71	14	1	1	2	2		1		1		6		
	%	100.00	83.54	6.64	9.82	1.94	0.14	0.14	0.28	0.28	0.00	0.14	0.00	0.14	0.00	0.83	0.00	0.00
GS-14	#	210	177	15	18	5			2		1					2		
	%	100.00	84.29	7.14	8.57	2.38	0.00	0.00	0.95	0.00	0.48	0.00	0.00	0.00	0.00	0.95	0.00	0.00
GS-15	#	64	53	5	6	1			1									
	%	100.00	82.81	7.81	9.38	1.56	0.00	0.00	1.56	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
All other (unspecified GS)	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	4057	2937	498	622	151	3	19	43	13	6	8	2	10	3	42	1	1
	%	100.00	72.39	12.28	15.33	3.72	0.07	0.47	1.06	0.32	0.15	0.20	0.05	0.25	0.07	1.04	0.02	0.02

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

GS/GM 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%												
SES	#	15	15															
	%	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	#	5	5															
	%	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 Senior Pay	#	20	20	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	#	1039	612	190	237	67	2	10	20	8	0	2	1	4	3	17	0	0
	%	100.00	58.90	18.29	22.81	6.45	0.19	0.96	1.92	0.77	0.00	0.19	0.10	0.38	0.29	1.64	0.00	0.00
GS-11 to SES	#	3038	2345	308	385	84	1	9	23	5	6	6	1	6	0	25	1	1
	%	100.00	77.19	10.14	12.67	2.76	0.03	0.30	0.76	0.16	0.20	0.20	0.03	0.20	0.00	0.82	0.03	0.03

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Table B4GST: GENERAL SCHEDULE (GS) GRADES - Distribution by Disability (Participation Rate) - Temporary Workforce

GS/GM 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	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	1		1														
	%	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	0.00
GS-03	#	8	6	2														
	%	100.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-04	#	23	14	8	1													
	%	100.00	60.87	34.78	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	0.00
GS-05	#	3	2	1														
	%	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	0.00
GS-06	#	4	3		1													
	%	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-07	#	5			5	1										1		
	%	100.00	0.00	0.00	100.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	0.00
GS-08	#																	
	%	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-09	#	4	3	1														
	%	100.00	75.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-10	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	12	8	3	1													
	%	100.00	66.67	25.00	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	0.00
GS-12	#	20	12	5	3	3		2										1
	%	100.00	60.00	25.00	15.00	15.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.00
GS-13	#	17	13	3	1													
	%	100.00	76.47	17.65	5.88	0.00	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	#	5	4	1														
	%	100.00	80.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-15	#																	
	%	100.00	0.00	0.00	0.00	0.00	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)	#																	
	%	100.00	0.00	0.00	0.00	0.00	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	#	102	65	25	12	4	0	0	2	0	0	0	0	0	0	1	0	1
	%	100.00	63.73	24.51	11.76	3.92	0.00	0.00	1.96	0.00	0.00	0.00	0.00	0.00	0.00	0.98	0.00	0.98

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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	#	715	615	53	47	10	1	3			1		1		4		
	%	100.00	86.01	7.41	6.57	1.40	0.00	0.14	0.42	0.00	0.14	0.00	0.14	0.00	0.56	0.00	0.00
GS-15	#	6	5		1												
	%	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
GS-14	#	56	53	2	1												
	%	100.00	94.64	3.57	1.79	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	#	197	184	4	9	2							1		1		
	%	100.00	93.40	2.03	4.57	1.02	0.00	0.00	0.00	0.00	0.00	0.00	0.51	0.00	0.51	0.00	0.00
GS-12	#	292	243	27	22	3	1	1							1		
	%	100.00	83.22	9.25	7.53	1.03	0.00	0.34	0.34	0.00	0.00	0.00	0.00	0.00	0.34	0.00	0.00
GS-11	#	137	109	15	13	4		1			1				2		
	%	100.00	79.56	10.95	9.49	2.92	0.00	0.00	0.73	0.00	0.73	0.00	0.00	0.00	1.46	0.00	0.00
GS-09	#	16	11	4	1	1		1									
	%	100.00	68.75	25.00	6.25	6.25	0.00	0.00	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	11	10	1													
	%	100.00	90.91	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	0.00
Internal Competitive Promotions																	
Vacancy Announcements	#																
Relevant Applicant Pool	#	707	628	34	45	6	1				1		1		3		
	%	100.00	88.83	4.81	6.36	0.85	0.00	0.14	0.00	0.00	0.14	0.00	0.14	0.00	0.42	0.00	0.00
Internal Applications	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#	55	51	1	3												
	%	100.00	92.73	1.82	5.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																	
Vacancy Announcements	#																
Voluntarily Identified	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#	80	48	26	6	4		3							1		
	%	100.00	60.00	32.50	7.50	5.00	0.00	3.75	0.00	0.00	0.00	0.00	0.00	0.00	1.25	0.00	0.00

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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	#	181	102	44	35	9	2	2	1	1					3		
	%	100.00	56.35	24.31	19.34	4.97	0.00	1.10	1.10	0.55	0.55	0.00	0.00	0.00	1.66	0.00	0.00
GS-15	#	1	1														
	%	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	#	6	5	1													
	%	100.00	83.33	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-13	#	34	22	8	4												
	%	100.00	64.71	23.53	11.76	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	#	87	50	21	16	7	2	1	1	1					2		
	%	100.00	57.47	24.14	18.39	8.05	0.00	2.30	1.15	1.15	1.15	0.00	0.00	0.00	2.30	0.00	0.00
GS-11	#	15	5	5	5												
	%	100.00	33.33	33.33	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
GS-09	#	26	15	5	6	1		1									
	%	100.00	57.69	19.23	23.08	3.85	0.00	3.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS-07	#	12	4	4	4	1									1		
	%	100.00	33.33	33.33	33.33	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.33	0.00	0.00
Internal Competitive Promotions																	
Vacancy Announcements	#																
Relevant Applicant Pool	#	159	105	26	28	7	2	3	1						1		
	%	100.00	66.04	16.35	17.61	4.40	0.00	1.26	1.89	0.63	0.00	0.00	0.00	0.00	0.63	0.00	0.00
Internal Applications	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#	7	4	1	2	1		1									
	%	100.00	57.14	14.29	28.57	14.29	0.00	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
New Hires																	
Vacancy Announcements	#																
Voluntarily Identified	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#	58	22	27	9	2				1					1		
	%	100.00	37.93	46.55	15.52	3.45	0.00	0.00	0.00	1.72	0.00	0.00	0.00	0.00	1.72	0.00	0.00

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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	#	156	111	20	25	3									3		
	%	100.00	71.15	12.82	16.03	1.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.92	0.00	0.00
XE-00	#	5	4		1												
	%	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
BL-00	#	8	7	1													
	%	100.00	87.50	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	0.00
BB-00	#	140	98	18	24	3									3		
	%	100.00	70.00	12.86	17.14	2.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.14	0.00	0.00
WB-00	#	3	2	1													
	%	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
Internal Competitive Promotions																	
Vacancy Announcements	#																
Relevant Applicant Pool	#	152	116	13	23	4		2							2		
	%	100.00	76.32	8.55	15.13	2.63	0.00	1.32	0.00	0.00	0.00	0.00	0.00	0.00	1.32	0.00	0.00
Internal Applications	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#	3	2	1													
	%	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
New Hires																	
Vacancy Announcements	#																
Voluntarily Identified	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#																
	%	100.00	0.00	0.00	0.00	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	#	16	6	8	2	1									1		
	%	100.00	37.50	50.00	12.50	6.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.25	0.00	0.00

Bureau of Reclamation - FY2022

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 (9/30/2021)	#	5115	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3	
	%	100.00	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06	
Time Off Awards																			
Time-Off Awards: 1-10 hours	#	1044	797	81	166	38	1	2	10	6		4	3	1	1	10			
	%	100.00	76.34	7.76	15.90	3.64	0.10	0.19	0.96	0.57	0.00	0.38	0.29	0.10	0.10	0.96	0.00	0.00	
Total Hours	#	4283	3105	347	831	237	8	12	52	20		29	14	8	10	84			
Average Hours	#	4.10	3.90	4.28	5.01	6.24	8.00	6.00	5.20	3.33	0.00	7.25	4.67	8.00	10.00	8.40	0.00	0.00	
Time-Off Awards: 11-20 hours	#	305	217	24	64	21		1	6		1	3				10			
	%	100.00	71.15	7.87	20.98	6.89	0.00	0.33	1.97	0.00	0.33	0.98	0.00	0.00	0.00	3.28	0.00	0.00	
Total Hours	#	4994	3588	378	1028	338		14	101		20	52				151			
Average Hours	#	16.37	16.53	15.75	16.06	16.10	0.00	14.00	16.83	0.00	20.00	17.33	0.00	0.00	0.00	15.10	0.00	0.00	
Time-Off Awards: 21-30 hours	#	137	95	20	22	2			2										
	%	100.00	69.34	14.60	16.06	1.46	0.00	0.00	1.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total Hours	#	3303	2299	478	526	45			45										
Average Hours	#	24.11	24.20	23.90	23.91	22.50	0.00	0.00	22.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Time-Off Awards: 31-40 hours	#	547	392	51	104	33	2	2	8	7	1	2		3		6		2	
	%	100.00	71.66	9.32	19.01	6.03	0.37	0.37	1.46	1.28	0.18	0.37	0.00	0.55	0.00	1.10	0.00	0.37	
Total Hours	#	21555	15434	2024	4097	1301	72	78	318	280	40	75		120		238		80	
Average Hours	#	39.41	39.37	39.69	39.39	39.42	36.00	39.00	39.75	40.00	40.00	37.50	0.00	40.00	0.00	39.67	0.00	40.00	
Time-Off Awards: 41 or more hours	#																		
	%	100.00	0.00	0.00	0.00	0.00	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	#																		
Average Hours	#	0.00	0.00	0.00	0.00	0.00	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	#	2033	1501	176	356	94	3	5	26	13	2	9	3	4	1	26	0	2	
	%	100.00	73.83	8.66	17.51	4.62	0.15	0.25	1.28	0.64	0.10	0.44	0.15	0.20	0.05	1.28	0.00	0.10	
Total Hours	#	34135	24426	3227	6482	1921	80	104	516	300	60	156	14	128	10	473	0	80	
Average Hours	#	16.79	16.27	18.34	18.21	20.44	26.67	20.80	19.85	23.08	30.00	17.33	4.67	32.00	10.00	18.19	0.00	40.00	

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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 (9/30/2021)	#	5115	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3	
	%	100.00	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06	
Cash Awards																			
Cash Awards: \$500 and Under	#	1633	1193	183	257	65	2	6	13	4	2	7	1	7		22		1	
	%	100.00	73.06	11.21	15.74	3.98	0.12	0.37	0.80	0.24	0.12	0.43	0.06	0.43	0.00	1.35	0.00	0.06	
Total Amount	\$	638008	465041	72911	100056	26732	833	2830	4871	1550	1000	2800	150	2874		9374		450	
Average Amount	\$	390.70	389.81	398.42	389.32	411.26	416.50	471.67	374.69	387.50	500.00	400.00	150.00	410.57	0.00	426.09	0.00	450.00	
Cash Awards: \$501 - \$999	#	1277	955	102	220	62		5	20	7	1	2	1	3		21	1	1	
	%	100.00	74.78	7.99	17.23	4.86	0.00	0.39	1.57	0.55	0.08	0.16	0.08	0.23	0.00	1.64	0.08	0.08	
Total Amount	\$	960855	719300	77626	163929	46069		3921	14847	4921	750	1450	855	2504		15650	537	634	
Average Amount	\$	752.43	753.19	761.04	745.13	743.05	0.00	784.20	742.35	703.00	750.00	725.00	855.00	834.67	0.00	745.24	537.00	634.00	
Cash Awards: \$1000 - \$1999	#	2750	2087	273	390	107	2	9	32	15	2	9	2	4	1	28	1	2	
	%	100.00	75.89	9.93	14.18	3.89	0.07	0.33	1.16	0.55	0.07	0.33	0.07	0.15	0.04	1.02	0.04	0.07	
Total Amount	\$	3688240	2801599	367036	519605	139397	3000	11047	42717	19441	2382	10500	2500	6127	1500	36884	1000	2299	
Average Amount	\$	1341.18	1342.40	1344.45	1332.32	1302.78	1500.00	1227.44	1334.91	1296.07	1191.00	1166.67	1250.00	1531.75	1500.00	1317.29	1000.00	1149.50	
Cash Awards: \$2000 - \$2999	#	1471	1159	112	200	33		6	11	1	1	2		2		9		1	
	%	100.00	78.79	7.61	13.60	2.24	0.00	0.41	0.75	0.07	0.07	0.14	0.00	0.14	0.00	0.61	0.00	0.07	
Total Amount	\$	3536063	2797140	264250	474673	76408		14522	25724	2424	2507	4373		4156		20165		2537	
Average Amount	\$	2403.85	2413.41	2359.38	2373.37	2315.39	0.00	2420.33	2338.55	2424.00	2507.00	2186.50	0.00	2078.00	0.00	2240.56	0.00	2537.00	
Cash Awards: \$3000 - \$3999	#	580	491	30	59	14		1	3	1		1		1		6	1		
	%	100.00	84.66	5.17	10.17	2.41	0.00	0.17	0.52	0.17	0.00	0.17	0.00	0.17	0.00	1.03	0.17	0.00	
Total Amount	\$	1954230	1655609	102495	196126	44897		3381	9695	3000		3152		3000		19307	3362		
Average Amount	\$	3369.36	3371.91	3416.50	3324.17	3206.93	0.00	3381.00	3231.67	3000.00	0.00	3152.00	0.00	3000.00	0.00	3217.83	3362.00	0.00	
Cash Awards: \$4000 - \$4999	#	235	191	19	25	7	1	1	2					1		2			
	%	100.00	81.28	8.09	10.64	2.98	0.43	0.43	0.85	0.00	0.00	0.00	0.00	0.43	0.00	0.85	0.00	0.00	
Total Amount	\$	1035210	844777	82824	107609	31116	4300	4778	8624					4275		9139			
Average Amount	\$	4405.15	4422.92	4359.16	4304.36	4445.14	4300.00	4778.00	4312.00	0.00	0.00	0.00	0.00	4275.00	0.00	4569.50	0.00	0.00	
Cash Awards: \$5000 or more	#	201	178	8	15	1							1						
	%	100.00	88.56	3.98	7.46	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	
Total Amount	\$	1514512	1378660	46691	89161	6653							6653						
Average Amount	\$	7534.89	7745.28	5836.38	5944.07	6653.00	0.00	0.00	0.00	0.00	0.00	0.00	6653.00	0.00	0.00	0.00	0.00	0.00	
Other Awards																			
Quality Step Increases (QSI)	#	379	295	30	54	18		3	7	4	1	1				2			
	%	100.00	77.84	7.92	14.25	4.75	0.00	0.79	1.85	1.06	0.26	0.26	0.00	0.00	0.00	0.53	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 (9/30/2021)	#	5115	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3
	%	100.00	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06
Total Benefit	\$	999327	783627	79783	135917	45909		6592	18653	8940	2816	2207				6701		
Average Benefit	\$	2636.75	2656.36	2659.43	2516.98	2550.50	0.00	2197.33	2664.71	2235.00	2816.00	2207.00	0.00	0.00	0.00	3350.50	0.00	0.00
Performance Based Pay Increase	#	14	14															
	%	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	\$	78923	78923															
Average Benefit	\$	5637.36	5637.36	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 Monetary Awards	#	8540	6563	757	1220	307	5	31	88	32	7	22	5	18	1	90	3	5
	%	100.00	76.85	8.86	14.29	3.59	0.06	0.36	1.03	0.37	0.08	0.26	0.06	0.21	0.01	1.05	0.04	0.06
Total Value	\$	14405368	11524676	1093616	1787076	417181	8133	47071	125131	40276	9455	24482	10158	22936	1500	117220	4899	5920
Average Value	\$	1686.81	1756.01	1444.67	1464.82	1358.90	1626.60	1518.42	1421.94	1258.63	1350.71	1112.82	2031.60	1274.22	1500.00	1302.44	1633.00	1184.00

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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 (9/30/2021)	#	5115	4331	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3	
	%	100.00	84.67	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06	
Time Off Awards																				
Time Off Awards 1-10 hours	#	1044	878	797	81	166	38	1	2	10	6		4	3	1	1	10			
	%	20.41	20.27	20.59	17.61	21.17	19.49	50.00	8.33	18.52	31.58	0.00	36.36	150.00	7.69	33.33	17.86	0.00	0.00	
Total Hours	#	4283	3452	3105	347	831	237	8	12	52	20		29	14	8	10	84			
Average Hours	#	0.84	0.80	0.80	0.75	1.06	1.22	4.00	0.50	0.96	1.05	0.00	2.64	7.00	0.62	3.33	1.50	0.00	0.00	
Time Off Awards 11-20 hours	#	305	241	217	24	64	21		1	6		1	3				10			
	%	5.96	5.56	5.61	5.22	8.16	10.77	0.00	4.17	11.11	0.00	16.67	27.27	0.00	0.00	0.00	17.86	0.00	0.00	
Total Hours	#	4994	3966	3588	378	1028	338		14	101		20	52				151			
Average Hours	#	0.98	0.92	0.93	0.82	1.31	1.73	0.00	0.58	1.87	0.00	3.33	4.73	0.00	0.00	0.00	2.70	0.00	0.00	
Time Off Awards 21-30 hours	#	137	115	95	20	22	2			2										
	%	2.68	2.66	2.45	4.35	2.81	1.03	0.00	0.00	3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Total Hours	#	3303	2777	2299	478	526	45			45										
Average Hours	#	0.65	0.64	0.59	1.04	0.67	0.23	0.00	0.00	0.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Time Off Awards 31-40 hours	#	547	443	392	51	104	33	2	2	8	7	1	2		3		6		2	
	%	10.69	10.23	10.13	11.09	13.27	16.92	100.00	8.33	14.81	36.84	16.67	18.18	0.00	23.08	0.00	10.71	0.00	66.67	
Total Hours	#	21555	17458	15434	2024	4097	1301	72	78	318	280	40	75		120		238		80	
Average Hours	#	4.21	4.03	3.99	4.40	5.23	6.67	36.00	3.25	5.89	14.74	6.67	6.82	0.00	9.23	0.00	4.25	0.00	26.67	
Time Off Awards 40+ hours	#		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	
Total Hours	#		0																	
Average Hours	#	0.00	0.00	0.00	0.00	0.00	0.00	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	#	2033	1677	1501	176	356	94	3	5	26	13	2	9	3	4	1	26	0	2	
	%	39.75	38.72	38.78	38.26	45.41	48.21	150.00	20.83	48.15	68.42	33.33	81.82	150.00	30.77	33.33	46.43	0.00	66.67	
Total Hours	#	34135	27653	24426	3227	6482	1921	80	104	516	300	60	156	14	128	10	473	0	80	
Average Hours	#	6.67	6.38	6.31	7.02	8.27	9.85	40.00	4.33	9.56	15.79	10.00	14.18	7.00	9.85	3.33	8.45	0.00	26.67	

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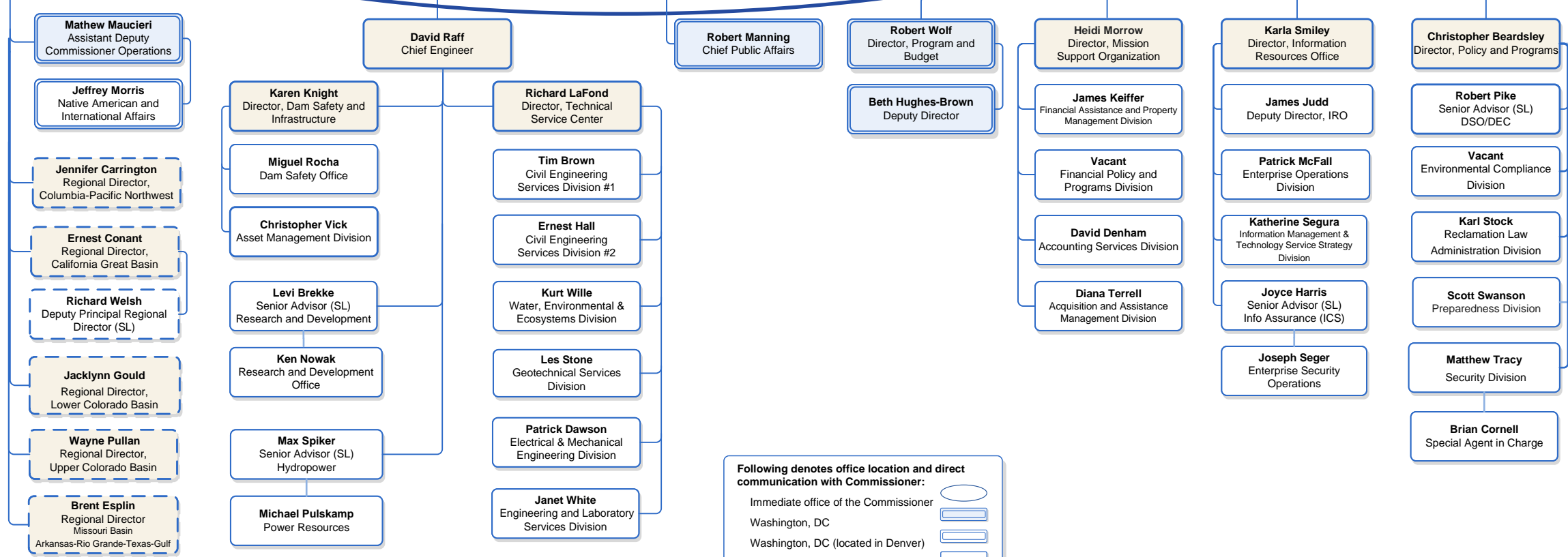
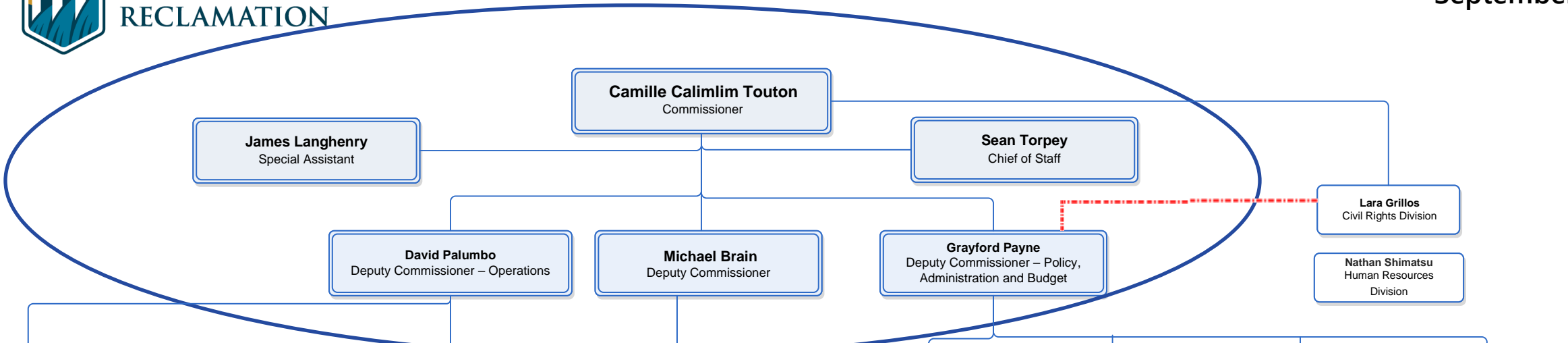
Table B9-2: EMPLOYEE RECOGNITION AND AWARDS - Distribution by Disability (Inclusion Rate) - Permanent Workforce

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 (9/30/2021)	#	5115	4331	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3
	%	100.00	84.67	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06
Cash Awards																			
Cash Awards: \$500 and Under	#	1633	1376	1193	183	257	65	2	6	13	4	2	7	1	7		22		1
	%	31.93	31.77	30.82	39.78	32.78	33.33	100.00	25.00	24.07	21.05	33.33	63.64	50.00	53.85	0.00	39.29	0.00	33.33
Total Amount	\$	638008	537952	465041	72911	100056	26732	833	2830	4871	1550	1000	2800	150	2874		9374		450
Average Amount	\$	124.73	124.21	120.13	158.50	127.62	137.09	416.50	117.92	90.20	81.58	166.67	254.55	75.00	221.08	0.00	167.39	0.00	150.00
Cash Awards: \$501 - \$999	#	1277	1057	955	102	220	62		5	20	7	1	2	1	3		21	1	1
	%	24.97	24.41	24.67	22.17	28.06	31.79	0.00	20.83	37.04	36.84	16.67	18.18	50.00	23.08	0.00	37.50	50.00	33.33
Total Amount	\$	960855	796926	719300	77626	163929	46069		3921	14847	4921	750	1450	855	2504		15650	537	634
Average Amount	\$	187.85	184.01	185.82	168.75	209.09	236.25	0.00	163.38	274.94	259.00	125.00	131.82	427.50	192.62	0.00	279.46	268.50	211.33
Cash Awards: \$1000 - \$1999	#	2750	2360	2087	273	390	107	2	9	32	15	2	9	2	4	1	28	1	2
	%	53.76	54.49	53.91	59.35	49.74	54.87	100.00	37.50	59.26	78.95	33.33	81.82	100.00	30.77	33.33	50.00	50.00	66.67
Total Amount	\$	3688240	3168635	2801599	367036	519605	139397	3000	11047	42717	19441	2382	10500	2500	6127	1500	36884	1000	2299
Average Amount	\$	721.06	731.62	723.74	797.90	662.76	714.86	1500.00	460.29	791.06	1023.21	397.00	954.55	1250.00	471.31	500.00	658.64	500.00	766.33
Cash Awards: \$2000 - \$2999	#	1471	1271	1159	112	200	33		6	11	1	1	2		2		9		1
	%	28.76	29.35	29.94	24.35	25.51	16.92	0.00	25.00	20.37	5.26	16.67	18.18	0.00	15.38	0.00	16.07	0.00	33.33
Total Amount	\$	3536063	3061390	2797140	264250	474673	76408		14522	25724	2424	2507	4373		4156		20165		2537
Average Amount	\$	691.31	706.86	722.59	574.46	605.45	391.84	0.00	605.08	476.37	127.58	417.83	397.55	0.00	319.69	0.00	360.09	0.00	845.67
Cash Awards: \$3000 - \$3999	#	580	521	491	30	59	14		1	3	1		1		1		6	1	
	%	11.34	12.03	12.68	6.52	7.53	7.18	0.00	4.17	5.56	5.26	0.00	9.09	0.00	7.69	0.00	10.71	50.00	0.00
Total Amount	\$	1954230	1758104	1655609	102495	196126	44897		3381	9695	3000		3152		3000		19307	3362	
Average Amount	\$	382.06	405.93	427.70	222.82	250.16	230.24	0.00	140.88	179.54	157.89	0.00	286.55	0.00	230.77	0.00	344.77	1681.00	0.00
Cash Awards: \$4000 - \$4999	#	235	210	191	19	25	7	1	1	2					1		2		
	%	4.59	4.85	4.93	4.13	3.19	3.59	50.00	4.17	3.70	0.00	0.00	0.00	0.00	7.69	0.00	3.57	0.00	0.00
Total Amount	\$	1035210	927601	844777	82824	107609	31116	4300	4778	8624					4275		9139		
Average Amount	\$	202.39	214.18	218.23	180.05	137.26	159.57	2150.00	199.08	159.70	0.00	0.00	0.00	0.00	328.85	0.00	163.20	0.00	0.00
Cash Awards: \$5000 or more	#	201	186	178	8	15	1							1					
	%	3.93	4.29	4.60	1.74	1.91	0.51	0.00	0.00	0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00
Total Amount	\$	1514512	1425351	1378660	46691	89161	6653							6653					
Average Amount	\$	296.09	329.10	356.15	101.50	113.73	34.12	0.00	0.00	0.00	0.00	0.00	0.00	3326.50	0.00	0.00	0.00	0.00	0.00
Other Awards																			
Quality Step Increases	#	379	325	295	30	54	18		3	7	4	1	1				2		
	%	7.41	7.50	7.62	6.52	6.89	9.23	0.00	12.50	12.96	21.05	16.67	9.09	0.00	0.00	0.00	3.57	0.00	0.00
Total Benefit	\$	999327	863410	783627	79783	135917	45909		6592	18653	8940	2207					6701		
Average Benefit	\$	195.37	199.36	202.44	173.44	173.36	235.43	0.00	274.67	345.43	470.53	469.33	200.64	0.00	0.00	0.00	119.66	0.00	0.00
Performance Based Pay Increase	#	14	14	14															
	%	0.27	0.32	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	\$	78923	78923	78923															
Average Benefit	\$	15.43	18.22	20.39	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	0.00	0.00
Total Monetary Awards	#	8540	7320	6563	757	1220	307	5	31	88	32	7	22	5	18	1	90	3	5
	%	166.96	169.01	169.54	164.57	155.61	157.44	250.00	129.17	162.96	168.42	116.67	200.00	250.00	138.46	33.33	160.71	150.00	166.67
Total Value	\$	14405368	12618292	11524676	1093616	1787076	417181	8133	47071	125131	40276	9455	24482	10158	22936	1500	117220	4899	5920

Bureau of Reclamation - FY2022

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 (9/30/2021)	#	5115	4331	3871	460	784	195	2	24	54	19	6	11	2	13	3	56	2	3
	%	100.00	84.67	75.68	8.99	15.33	3.81	0.04	0.47	1.06	0.37	0.12	0.22	0.04	0.25	0.06	1.09	0.04	0.06
Average Value	\$	2816.30	2913.48	2977.18	2377.43	2279.43	2139.39	4066.50	1961.29	2317.24	2119.79	1575.83	2225.64	5079.00	1764.31	500.00	2093.21	2449.50	1973.33



Following denotes office location and direct communication with Commissioner:

- Immediate office of the Commissioner
- Washington, DC
- Washington, DC (located in Denver)
- Denver, Colorado
- Regional Offices
- Denver and Regional Directors
- Direct Communication
- Temporarily Acting



United States Department of the Interior

BUREAU OF RECLAMATION
Washington, DC 20240



IN REPLY REFER TO:

84-11000

September 21, 2022

1.1.02

VIA ELECTRONIC MAIL ONLY

Memorandum

To: All Bureau of Reclamation Employees

From: Camille Calimlim Touton
Commissioner

Subject: Equal Employment Opportunity (EEO) Policy Statement

The Bureau of Reclamation's ability to manage, develop, and protect Western water resources is only as successful as the people who work here. To attract and retain the best possible staff from all segments of the United States, it is critical that all employees have the freedom to compete on a fair and level playing field with equal opportunity for competition.

I am personally committed to promoting a workplace that is free of discrimination and harassment, and where all employees may work without fear of reprisal. I ask for your help, whether you are an employee, supervisor, or manager, to abide by civil rights laws, regulations, and policies to foster a positive culture in which all employees are treated with respect and dignity.

Reclamation is dedicated to maintaining a workplace where no employee or applicant is denied equal opportunity because of their race, religion, color, sex (including pregnancy, sexual orientation, and gender identity), national origin, age (40 years or older), genetic information, disability, or reprisal for engaging in protected activity. Reprisal for engaging in protected activity will not be tolerated, as Reclamation supports all employees in exercising their statutory civil rights. These protections extend to all management practices and decisions, including, but not limited to recruitment, hiring, merit promotions, transfers, reassignments, training, career development, benefits, and separations.

Anyone who believes they have been discriminated against based on any of the above-mentioned protected classes may enter the EEO process through their local EEO office within **45 calendar days** of the discriminatory event, or when they knew or reasonably should have known of the discrimination. For more information about the EEO complaint process, please contact your servicing EEO office or Sherilynrogersogorman@usbr.gov.

Reclamation has no tolerance regarding harassment. To that end, we have a process separate from EEO complaints to curb harassing conduct before it becomes severe or pervasive. Employees who experience or observe harassment are encouraged to discuss their concerns with their supervisor,

manager, servicing Human Resources Office (SHRO), or local EEO Office. Supervisors and Managers are required to respond promptly and appropriately to allegations of harassment according to the Implementing Procedures for Prevention and Elimination of Harassing Conduct. For more information about the anti-harassment program, please contact your SHRO.

Equal access to the workplace for persons with disabilities is vital to successfully carrying out our mission. Employees and applicants with disabilities are encouraged to request reasonable accommodations so they can perform the essential functions of their positions. Employees may speak with their supervisor or contact their SHRO to start the reasonable accommodation process.

While it is critical to know and respect our EEO protections, it is only a starting point in advancing diversity, equity, inclusion and accessibility. We cannot do our best work towards our mission unless all employees are proactively and intentionally treated with dignity and respect. Please join me in my commitment to foster an emotionally safe, equitable, inclusive, and accessible work environment for Reclamation.

Distribution E

RECLAMATION

Managing Water in the West

Prevention and Elimination of Harassing Conduct

Implementing Procedures



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1. Purpose

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

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

2. Effective Date

These procedures are effective April 30, 2018.

3. Authorities

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

4. Coverage

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

5. Policy

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

A. Prohibited Harassing Conduct

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

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

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

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

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

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

B. Prohibited Retaliatory Conduct

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

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

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

C. Employee Reporting Expectations

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

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

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

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

Engaging in additional processes and services available to support employees who have experienced harassing conduct, such as consulting with a union representative to get advice, engaging in alternative dispute resolution procedures, consulting an ombuds/CORE PLUS 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. Expeditiously initiating required documents to secure third-party support for investigations, acting as the point of contact for investigations undertaken by the supervisor/manager, Reclamation or other Department employee, or, in accordance with the Department's Investigator Guide to Conducting Administrative Investigations, serving as investigators of the report of alleged harassing conduct themselves.
10. Assisting supervisors/managers with identifying training appropriate for corrective action as indicated in Section 7.E.3.
11. Assisting the HCO with the collection and dissemination of the records of the action taken under these procedures to any office handling a parallel statutory or grievance claim, as reference in Section 7.F.

F. Office of the Solicitor (SOL)

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

G. Supervisors/Managers

Supervisors/managers are responsible for:

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

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

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

H. All Employees

1. All Reclamation employees **must**:
 - a. Refrain from engaging in harassing conduct.
 - b. Participate in any training required under these procedures.
 - c. Cooperate fully in investigations.
 - d. Certify they have read and understand these procedures.
 - e. Certify their understanding that any requests for anonymity or confidentiality will be honored to the greatest extent possible, except as required by the Department's policy and these procedures, as described in Section 8.
2. All Reclamation employees **are expected to**:
 - a. Understand their rights and responsibilities under these procedures.
 - b. Report harassing conduct of which they are aware or witness in the work environment, as described in Section 5.C. of these procedures.
3. All Reclamation employees who are victims of harassing conduct **are encouraged to** report the harassing conduct.

7. Management Response to Reports of Harassing Conduct

A. Documenting Reports of Alleged Harassing Conduct

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

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

B. Supervisor/Manager Immediate Actions

1. Determinations to be made: the supervisor/manager who receives a report of, or otherwise becomes aware of, alleged harassing conduct involving subordinates must promptly contact the servicing HR Office. In consultation with the servicing HR Office, the supervisor/manager must determine:
 - a. The conduct at issue, whether it arguably could be considered harassing conduct, and whether it is potentially criminal in nature;
 - b. Who may be involved; and
 - c. Whether the reported activity poses a security risk and whether it is necessary to alert law enforcement (e.g., but not limited to, in instances where there is a threat of immediate physical harm).

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

2. Conflicts of Interest of Senior-Level Officials

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

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

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

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

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

a. Separation of the Alleged Harasser from the Alleged Victim

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

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

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

b. Issuing No Contact Instructions

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

C. Notifying Appropriate Officials of Report

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

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

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

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

D. Conducting Further Investigation

1. Deciding Whether Further Investigation is Necessary:

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

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

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

2. Deciding Who Will Conduct the Investigation

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

- a. OIG: Allegations of criminal activity, allegations implicating a member of the Senior Executive Service, or other senior or prominent management official, senior law enforcement official, or any OIG employee, and allegations tied to waste, fraud, or abuse of Reclamation funds/programs or violations of Federal ethics regulations must be referred to OIG, which has the right of first refusal in conducting the investigation;²
- b. Reclamation Security, Safety and Law Enforcement (SSLE) Office Internal Affairs Unit: Allegations involving law enforcement and security personnel must be referred to the SSLE Internal Affairs Unit, contact information can be found at the following link: <https://www.usbr.gov/ssle/iacomplaint.html>;
- c. Third-party investigator:³ Allegations of harassing conduct of a sexual nature.

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

3. Conducting the investigation

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

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

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

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

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

E. Adjudicating the Results of the Harassing Conduct Investigation

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

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

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

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

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

8. Maintaining Confidentiality and Keeping Records

A. Maintaining Confidentiality

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

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

B. Tracking Allegations of Harassing Conduct

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

9. Distinction from Statutory and Grievance Claims

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

- A. For an EEO Complaint Pursuant to 29 C.F.R. §1614** (available for all claims of illegal harassment other than those based on status as a parent, marital status and political affiliation): contact an EEO counselor in any of Reclamation's Equal Employment Opportunity/Civil Rights Offices within 45 calendar days from the most recent incident of alleged harassment (or personnel action, if one is involved), as required in 29 C.F.R. §1614.105(a)(1); or
- B. For a Negotiated Grievance Claim:** file a grievance in accordance with the provisions of the applicable Collective Bargaining Agreement; or
- C. For an Administrative Grievance Claim:** file a written grievance in accordance with the provisions of 370 DM 771, Administrative Grievance Procedures; or
- D. For an Appeal to the Office of Special Counsel (OSC):** regarding claims of harassment related to marital status and political affiliation, pursuant to 5 U.S.C. §2302(b)(1) and (b)(10), file a written appeal with the OSC as described in 5 C.F.R. §1800.1 and on www.osc.gov; or
- E. For an Appeal to the Merit Systems Protection Board (MSPB):** pursuant to 5 C.F.R. § 1201.22, file a written appeal with the Board within 30 days of the effective date of an appealable adverse action as defined in 5 C.F.R. §1201.3, or within 30 days of the date of receipt of the agency's decision, whichever is later.

10. Additional Resources

A. Consultation Options

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

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

B. Additional Information

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

11. Inquiries

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

12. Distribution

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

13. Appendix

Anti-Harassment Intake Information

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

RECLAMATION

Managing Water in the West

Anti-Harassment Intake Information

PRIVACY ACT STATEMENT: Maintenance and disclosure of the Anti-Harassment Intake form for the Bureau of Reclamation is made in accordance with the Privacy Act of 1974. Collection of the information on this form is authorized and/or required by 42 U.S.C. 2000d and 42 U.S.C. 2000e, et seq; 29 U.S.C. 791, et seq; 29 U.S.C. 794, et seq; 29 U.S.C. 621, et seq; Title IX of the Education Amendments of 1972 (Pub. L. 92-318); Section 403 of 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

OFFICE OF THE SECRETARY
Washington, DC 20240

October 24, 2022

PERSONNEL BULLETIN 21-03

SUBJECT: Processing Requests for Reasonable Accommodation for Individuals with Disabilities

1. Purpose. In compliance with the authorities listed below, the Department of the Interior (DOI) has established policy and procedures for processing reasonable accommodation requests. This Personnel Bulletin (PB) outlines the requirements and instructions by which Departmental supervisors and other responsible parties will act on requests for reasonable accommodation from employees and applicants for employment. This PB supersedes Civil Rights Directive 2014-02 and PB 14-01, Reasonable Accommodation for Individuals with Disabilities, dated February 20, 2014; and PB 08-09, Procedures for Conducting a Department-wide Search and Position Reassignment for Cases Involving Reasonable Accommodation, dated May 5, 2008. This document remains in effect until either rescinded or superseded by a new Departmental policy.

2. Authorities.

- A. Title 29 of the United States Code (U.S.C.), Chapter 16, Subchapter V, Section 791 (Employment of Individuals with Disabilities)
- B. Title 42 of the U.S.C., Chapter 126, Section 12101 (Americans with Disabilities Act of 1990)
- C. Part 1614 of Title 29 Code of Federal Regulations (CFR), Federal Sector Equal Employment Opportunity
- D. Public Law 110-325, Americans with Disabilities Act Amendments Act (ADAAA) of 2008
- E. Part 1630 of Title 29 CFR, Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act
- F. Part 1635 of Title 29 CFR, Genetic Information Nondiscrimination Act of 2008
- G. Part 335 of Title 5 CFR, Promotion and Internal Placement
- H. Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation (July 26, 2000)
- I. Equal Employment Opportunity Commission Management Directive 715
- J. Equal Employment Opportunity Commission Policy Guidance on Executive Resources 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation, dated October 20, 2000
- K. DOI Merit Promotion & Staffing Policy Personnel Handbook (November 2020)

3. Coverage. This policy applies to all DOI Bureaus and Offices and supersedes any other Departmental or Bureau/Office policies or procedures that conflict with this policy.

4. Goals. The goals of this policy are to ensure:

- A. Prompt and effective accommodation solutions are provided to foster maximum productivity and performance, equal access to employment and the workplace environment, and create an atmosphere where employees can fulfill the DOI mission.
- B. Qualified employees and applicants for employment participate in a transparent and communicative manner throughout the reasonable accommodation process.
- C. Requests for reasonable accommodations (including interim and alternative accommodations) are processed within established timeframes.

5. Responsibilities.

- A. The Director, Office of Diversity, Inclusion and Civil Rights (ODICR) is responsible for:
 - 1. Ensuring that reasonable accommodations are made for qualified employees and applicants with a disability in accordance with applicable laws, regulations and bargaining unit agreements.
 - 2. Preparing periodic reports to analyze the agency's performance regarding the provision of reasonable accommodations to individuals with disabilities.
 - 3. Serving as a committee member, along with the Chief Human Capital Officer (CHCO)/Deputy Assistant Secretary for Human Capital & Diversity (DAS-HCD) and the Director of Financial Management, on undue hardship determinations.
 - 4. Implementing proactive prevention measures and a continual Departmentwide campaign to increase knowledge and awareness of the requirements, relevancy and capability of providing reasonable accommodations.
- B. The Chief Human Capital Officer (CHCO)/Deputy Assistant Secretary for Human Capital & Diversity (DAS-HCD) is responsible for:
 - 1. Serving as a committee member, along with the Director of ODICR and the Director of Financial Management, on undue hardship determinations.
 - 2. Making decisions on employee reassignment requests within **5 business days** of receipt of the DOI Reassignment Appeals Board's (DOI RAB) recommendation in cases of inter-bureau conflicts.
 - 3. Developing policy guidance on the timely processing of requests for accommodations.
- C. The Deputy Chief Human Capital Officer (DCHO)/Director, Office of Human Capital (OHC) is responsible for:
 - 1. Convening the DOI Reassignment Appeals Board (DOI RAB) within **10 business**

days of receipt of all documentation and making a recommendation to the CHCO/DAS-HCD within **5 business days** of convening the DOI RAB.

D. The Department Reasonable Accommodation Program Manager, OHC is responsible for:

1. Developing DOI-wide policy on processing reasonable accommodation requests and partnering with ODICR and other key stakeholders to ensure that all Bureaus/Offices are aware of and apply policy requirements.
2. Serving as the liaison between Servicing Human Resources Offices (SHRO) and Department leadership in coordinating requests for undue hardship and the DOI RAB as described in this document.

E. The Department Medical Officer is responsible for providing a review of medical documentation when requested so that Bureaus/Offices can make informed decisions regarding employee accommodation requests.

F. Bureau/Office Disability Program Manager (DPM) is typically an employee of the Equal Employment Opportunity (EEO) Office and is responsible for:

1. Developing, implementing, and operating the Bureau/Office's disability program to eliminate employment barriers, seek full inclusion of individuals with disabilities, and providing guidance on reasonable accommodation matters related to employees and applicants.
2. Forwarding requests for accommodation to the responsible Deciding Official.
3. Promoting equal opportunity and equal access for individuals with disabilities.

G. The Servicing Human Resources Office (SHRO) is responsible for:

1. Assisting the Deciding Official in determining essential functions of the job; coordinating the initial search and job analysis on available, vacant, funded positions, in the case of reassignment as an accommodation; and removing barriers from the hiring process.
2. Forwarding requests for accommodation to the responsible Deciding Official.
3. Training human resources specialists who are involved in the application process to recognize requests for reasonable accommodation and handle them in accordance with this PB.
4. Assisting and training Deciding Officials in processing reasonable accommodation requests, identifying effective accommodations, and ensuring appropriate timeframes are met by the Deciding Official.

5. Coordinating the Bureau's efforts to identify vacant, funded positions; facilitating communication with the SHRO in other Bureaus on reassignments as an accommodation; assisting Bureau management in clarifying employee qualifications; coordinating with the Human Resources Officer in making final qualification determinations with respect to vacant, funded positions within their Bureau; ensuring the smooth and timely processing of any reassignments into or out of the Bureau; and appropriately documenting the expanded search process in the case of reassignment as an accommodation.
6. Tracking all reasonable accommodation requests and collecting the [Information Tracking and Reporting Form](#) from the Deciding Official. The information tracked must be sufficient to allow the Bureau Equal Employment Opportunity (EEO) Office to prepare regular and ad-hoc reports, as needed for the EEOC to ensure compliance with these procedures and the Rehabilitation Act.
7. Maintaining all reasonable accommodation records for the length of the employee's tenure with DOI or for **5 years**, whichever is longer, and separate from other personnel records.

H. Deciding Officials are responsible for:

1. Consulting with appropriate officials, such as the SHRO, Bureau DPM, Office of the Solicitor Employment and Labor Law Unit attorney, DOI Medical Officer, or other individuals that can assist in determining appropriate and effective accommodations.
2. Determining, in consultation with the SHRO, the essential function(s) of a subordinate employee's position.
3. Ensuring that all regulatory requirements and specified timeframes are adhered to in managing reasonable accommodation requests.
4. Providing assistance to the SHRO in clarifying qualifications and coordinating reassignment efforts, with respect to requests for reassignment as an accommodation.
5. Protecting medical documents as required by the Rehabilitation Act, Pub. L. 93-112 and the Privacy Act, 5 U.S.C. § 552a (1974).
6. Participating in the interactive process.
7. Communicating with the requestor and providing timely updates regarding accommodation status including following through and making necessary

arrangements to ensure that the accommodation is provided in a timely manner.

8. Completing the [Information Tracking and Reporting Form](#) and submitting it to the SHRO within **10 business days** of the decision.
- I. Office of the Solicitor (SOL), Employment and Labor Law Unit (ELLU) is responsible for providing legal counsel to agency officials relevant to reasonable accommodation laws, rules, and regulations.
- J. Qualified employees and applicants are responsible for:
 1. Making requests for reasonable accommodation.
 2. Timely providing appropriate supporting medical and/or other documentation upon request.
 3. Participating in the interactive process.
- K. Other Responsive Department/Bureau/Office Officials (e.g., Information Technology, Budget, Facilities, etc.) are responsible for:
 1. Timely providing action when engaged by Deciding Officials on coordination and/or logistical arrangements necessary to implement accommodation solutions.
 2. Forwarding requests for accommodation to the responsible Deciding Official.

6. Definitions.

- A. Arduous or Hazardous Position. A position that is dangerous or physically demanding to such a degree that an incumbent's medical and/or physical condition is necessarily an important consideration in determining the ability to perform safely and efficiently.
- B. Deciding Official. The immediate supervisor, manager, or other designated management official with the authority to act on requests for reasonable accommodations.
- C. Direct Threat. A significant risk of substantial harm to the health or safety of an individual or others that cannot be eliminated or reduced by reasonable accommodation. The determination that an individual poses a "direct threat" shall be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job. This assessment shall be based on a reasonable medical judgment that relies on the most current medical knowledge and/or on the best available objective evidence. In determining whether an individual would pose a direct threat, the factors to be considered include: (1) the duration of the risk; (2) the nature and severity of the potential harm; (3) the likelihood that the potential harm will occur; and (4) the imminence of the potential harm.

- D. Disability. To be eligible for a reasonable accommodation, an individual must either have a physical or mental impairment that substantially limits a major life activity or must have a record (a history) of a physical or mental impairment that substantially limits a major life activity. An individual who is only regarded as having a disability is not entitled to reasonable accommodation. Determination of disability will comply with the requirements of the Americans with Disabilities Act Amendments Act of 2008 (ADAAA) which requires a broad interpretation of the term and generally does not require an extensive analysis.
- E. 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 to whom performance of the function could be distributed, or the function is specialized, and the incumbent is hired based on their 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 (PD). The term “essential functions” does not include the marginal functions of the position.
- F. Equivalent Position. Positions that are the same (or similar) as the job currently held by the employee in terms of pay, grade level, career level, promotion potential, supervisory status, pay system, type of appointment (competitive/excepted service), and other relevant factors.
- G. Extenuating Circumstances. Factors that cannot reasonably have been anticipated or avoided in advance of the request for accommodation.
- H. Individual with a Disability. A person who has a physical or mental impairment that substantially limits one or more major life activities, or has a record of such impairment, or is regarded as having such impairment. Individuals who are solely regarded as having a disability, but do not have a disability, are not entitled to a reasonable accommodation.
- I. Interactive Process. The collaborative effort by which the Deciding Official and individual, who requests an accommodation, engage in dialogue to clarify the precise limitations resulting from the disability and identify potential reasonable accommodations that could overcome those limitations. The interactive process may include an analysis of the particular job to determine its purpose and essential functions; a consultation with the individual to ascertain the precise job-related limitations imposed by the individual’s disability and how those limitations could be overcome with a reasonable accommodation; an identification of potential accommodations and, in conjunction with the individual, an assessment of the effectiveness of those accommodations in enabling the individual to perform the essential functions of the job; the consideration of the preference of the individual; the selection and implementation of an accommodation that is appropriate for the individual and the employer; and whether the accommodation poses an undue hardship.

- J. Major Bodily Functions. Functions that include, but are not limited to, functions of the immune system, special sense organs, and skin; normal cell growth; and digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal, and reproductive systems.
- K. Major Life Activities. Activities that include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working, and the operation of a major bodily function.
- L. Medical Documentation. Documentation that explains the nature, severity, and duration of the disability; the impact of the disability on and off the job; the extent to which the impairment(s) limits the individual's ability to perform functions of the job; the estimated date of full or partial recovery; a medical professional's assessment of the individual's ability to successfully perform the essential functions of the position; and how the particular accommodation will assist the individual in performing the essential functions of the position.
- M. Non-Equivalent Position. Position that is not equal or similar to an employee's current position in terms of pay, grade level, career level, promotion potential, pay system, type of appointment (competitive/excepted service), or other relevant factors. An accommodation to a non-equivalent position (e.g., change-to-lower grade) should be granted only if the employee agrees to voluntarily accept the position.
- O. Physical or Mental Impairment. 1) 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 2) any mental or psychological disorder, such as an intellectual disability, organic brain syndrome, emotional or mental illness, and specific learning disabilities.
- P. Qualified. The term "qualified," with respect to an individual with a disability, means that the individual satisfies the requisite skills, experience, education and other job-related requirements of the employment position such individual holds or desires and, with or without reasonable accommodation, can perform the essential functions of such position.
- Q. Reasonable Accommodation. A modification or adjustment that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy benefits and privileges of employment. There are three categories of reasonable accommodations:
- a) modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for a job;
 - b) modifications or adjustments to the work environment, or to the manner or

circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of the job; and

- c) modifications or adjustments that enable employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by similarly situated employees without disabilities.

- R. Reassignment. A last resort accommodation that, absent an undue hardship, must be provided to employees (not applicants) who, because of a disability, can no longer perform the essential functions of their job, with or without reasonable accommodation. Reassignments are made only to available, vacant, funded positions for which the employee qualifies. If the employee is qualified for the position, the employee will be reassigned to the job and will not have to compete. Informing an employee that they may apply for or otherwise compete for a position does not satisfy the obligation to reassign.

- S. Record of Such an Impairment. Having a history of or being classified (or misclassified) as having a mental or physical disability that substantially limits one or more major life activities.

- U. Undue Hardship. With respect to the provision of an accommodation, means significant difficulty or expense to the Department when considered in light of factors such as the Department's size, financial resources, and the nature and structure of the position. Accommodations that are extensive, substantial or disruptive may fall within the realm of undue hardship. Determination of undue hardship is always made on a case-by-case basis. In the case of a potential undue hardship, alternatives must be explored to determine if there are other effective accommodations that do not impose an undue hardship on the Department.

7. Policy. The DOI must provide reasonable accommodation to employees and applicants for employment who are qualified individuals with disabilities, unless doing so would cause undue hardship to the DOI, in accordance with applicable law.

8. Process. There are five possible phases of the reasonable accommodation process: 1) initiation of request, 2) consideration, 3) decision, 4) reconsideration, and 5) appeal. Throughout the process, the Deciding Official must communicate with the SHRO to ensure adherence to policy, timeframe requirements, and proper tracking.

A. Initiation of Request

1. Request for Accommodation

In the initiation of request phase, the employee or applicant, or someone acting on their behalf, submits a request for an accommodation either verbally or in writing to their supervisor or other designated Deciding Official. *The individual requesting accommodation does not need to use any particular words (e.g., "reasonable accommodation" or*

“disability”), **need not fill out any specific form, and need not make their request within any particular time frame.** A request for accommodation is triggered when an individual or someone acting on their behalf asks for an adjustment or a change at work or in the application process for a reason related to a medical condition. An individual need not have a particular accommodation in mind, or propose any specific accommodation, before making a request and may not be required to propose a specific accommodation. Any urgency associated with a request, should be made known to the Deciding Official (including what the urgency is attributed to). If an accommodation is requested by a family member, health professional, or other representative, a signed statement shall be provided by the employee, or applicant, stating the name of the representative and authorizing that individual to speak with agency officials and to engage in the interactive process on their behalf.

- a. An employee with a disability may submit their request for accommodation to any of the following officials: their supervisor, a management official in their chain of command, the SHRO, the DPM or any other management official.
- b. An applicant with a disability may submit their request to the agency contact identified in the vacancy announcement or any other individual designated to accept accommodation requests.

Upon receipt of a request for reasonable accommodation, the Deciding Official must acknowledge receipt of the request in writing no later than **5 business days** from receipt of the request.

Requests for reasonable accommodation received by an agency official other than the Deciding Official (usually the first-level supervisor), shall be forwarded to the Deciding Official and the SHRO as soon as possible but no later than **5 business days** from the date the request is received.

A verbal request for accommodation is deemed accepted when the request is received by a designated agency official, the Deciding Official, the SHRO, the DPM or a supervisor or manager within the requesting individual’s immediate command. Verbal requests may be documented for record-keeping purposes using the [Request Confirmation Form](#). The recipient of the verbal request must not wait until the request is submitted in writing to act on the request. Regardless of how the request for accommodation is made, ***once the employee requests accommodation the time limits outlined in [Table 1](#) begin. Failure to respond in accordance with the timeframes outlined in [Table 1](#) may result in a violation of the Rehabilitation Act.*** Additional information (including medical documentation) reasonably needed to process the accommodation request may be sought during the interactive process. A determination that the employee or applicant is a qualified individual with a disability is a prerequisite to an entitlement to a reasonable accommodation. This determination should be made by the Deciding Official, in consultation with the SHRO and ELLU, prior to addressing the specifics of the accommodation request.

2. Initiation of the Interactive Process

The Deciding Official, in consultation with the SHRO, will engage the requesting individual in the interactive process within **5 business days** from receipt of the request and throughout the process, as necessary, to determine the precise limitations of the disability as well as potential reasonable accommodations that could overcome those limitations. The parties should not wait for medical documentation, if determined necessary, to engage in the interactive process. It is equally incumbent on both requestor and Deciding Official, to actively engage in the interactive process in order to attain results. Ongoing communication is particularly important where the specific limitation, problem, or barrier is unclear, and an effective accommodation is not obvious; or the parties are considering alternative reasonable accommodations. In addition to the SHRO and DPM, resources such as the Office of Collaborative Action and Dispute Resolution ([CADR](#)) are available to help ensure productive communication.

The Deciding Official may, as part of the interactive process, offer alternative accommodations and discuss the effectiveness in enabling the individual to perform the essential functions of their position in removing the workplace barrier that is impeding the requestor. If an employee or applicant requests an accommodation that is not effective or would pose an undue hardship (e.g., removing an essential job function), the Deciding Official will continue the interactive process with the requestor and explore alternatives until either a reasonable accommodation is found, the requestor withdraws the request, or the Deciding Official determines that reasonable accommodation would pose an undue hardship. Deciding Officials may not require an individual with a disability to accept an accommodation that is neither needed nor requested. If, however, an employee or applicant needs and requests a reasonable accommodation, and refuses to accept an effective accommodation, the employee or applicant may not be qualified.

3. Determination Whether Medical Documentation Is Necessary

When the disability is not obvious, previously known, or the requestor has not already provided sufficient medical information to establish that they are a qualified individual with a disability, individuals may be asked, but may not be required, to provide medical documentation in support of a reasonable accommodation request. In such a case, the Deciding Official shall, in consultation with the SHRO, ask but not require, the individual to submit medical documentation. Any such request for medical documentation must be limited to determining the nature and scope of the individual's disability, their need for reasonable accommodation, and how the requested accommodation will assist the individual to apply for a job, perform the essential functions of the job, or enjoy the benefits and privileges of the workplace. Supplemental medical information may be requested if the information submitted by the requesting individual is insufficient for the purposes outlined above. Every attempt shall be made to avoid overly burdensome requests for medical documentation.

The medical documentation must be from a licensed medical professional, who is qualified to render a medical opinion on the individual's disability and the type of functional limitation it imposes. Appropriate medical professionals include, but are not limited to, medical doctors (including psychiatrists), psychologists, chiropractors, nurses, nurse practitioners, physician assistants, physical therapists, occupational therapists, speech therapists, vocational rehabilitation specialists, and licensed mental health professionals. The medical documentation must be signed by the medical professional,

be on the provider's letterhead and include 1) the requestor's name, 2) the nature, severity, and duration of the individual's impairment, 3) the activities that the impairment limits, 4) the extent to which the impairment limits the individual's ability to perform the activities, and 5) how the requested accommodation will assist the individual in performing the essential functions of the job or enjoy a benefit of the workplace, or in the case of an applicant, assist them with the application process. If insufficient information is provided for management to make an informed decision on the accommodation request, or no further information is submitted by the requestor, then a decision shall be made based on the information available.

Deciding Officials must consult with the SHRO to help determine if medical consultation by the DOI Medical Officer is necessary. Medical information does not automatically have to be reviewed by the DOI Medical Officer if it clearly explains the nature of the disability and/or the need for reasonable accommodation. If medical consultation is necessary, the Bureau SHRO, not the Deciding Official, will engage the DOI Medical Officer by preparing a memorandum detailing the necessary background information and identifying questions to be addressed by the DOI Medical Officer. If a medical consultation is determined to be necessary, it shall be at the requesting Bureau/Office's expense.

If an individual's disability or need for reasonable accommodation is not obvious, and the employee or applicant refuses to provide the medical documentation requested, they may not be entitled to a reasonable accommodation.

Only if, in response to the agency's initial request, the employee or applicant submits insufficient documentation from their own health care or other appropriate professional to demonstrate that they have a disability or need an accommodation, may the Deciding Official, in consultation with the SHRO or ELLU, request that the individual be examined by a healthcare professional of the Bureau's choice and at the Bureau's expense. Before doing so, the agency should explain to that individual why the submitted documentation is insufficient; identify the information that is needed; and allow the individual an opportunity to provide the information before offering a medical examination. 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 offered, the Deciding Official must explain to the individual that, although submitting to the medical examination is voluntary, failure to participate in the medical examination may result in a finding that the individual is not entitled to a reasonable accommodation.

B. Consideration Phase:

In the consideration phase, the Deciding Official determines whether to provide the accommodation requested, if any, or present an effective alternative accommodation. The Deciding Official shall seek advice from and collaborate with their SHRO throughout this phase. After a request from a qualified individual with a disability is received, the request is reviewed to determine if a reasonable and effective accommodation exists.

When all the facts and circumstances known make it reasonably likely that an individual is entitled to a reasonable accommodation, but the accommodation

cannot be provided immediately, supervisors must confer with the individual and consider providing an interim accommodation, if it is possible to do so without imposing an undue hardship. The interim accommodation allows the employee to perform some or all of the essential functions of the job. An interim accommodation may also be provided in cases where a delay is attributable to the need to obtain or evaluate medical documentation and the Deciding Official has not yet determined that the individual is entitled to an accommodation. In such case, the Deciding Official should notify the individual in writing that an interim accommodation is being provided on a temporary basis pending a decision on the accommodation request. Deciding Officials who approve an interim accommodation are responsible for ensuring that they do not take the place of a more permanent accommodation and that all necessary steps to secure the permanent accommodation are appropriately taken.

Generally, reassignment should only be considered *after* the deciding official has determined that there are no available and effective accommodations that will enable the employee to perform the essential functions of their current position, or all other available and effective reasonable accommodations would impose an undue hardship for the Department. This type of reasonable accommodation must be provided to an employee who, because of a disability, can no longer perform the essential functions of their current position, with or without reasonable accommodation, unless the employer can show that it would be an undue hardship. See section 16 for information on reassignment.

C. Decision Phase:

In the decision phase, following consultation with the SHRO, the Deciding Official notifies the employee or applicant in writing of the decision to provide the requested accommodation, deny the requested accommodation or present an alternative accommodation. The decision memorandum shall be emailed, mailed or presented to the individual within **15 business days** of the Deciding Official's receipt of the reasonable accommodation request or sooner. If medical documentation is necessary, the Deciding Official will issue a written decision within **15 business days** from the date the official received or requested, the necessary medical documentation, whichever is later. The timeframes outlined in [section 12](#) may be extended if the employee fails to provide necessary medical documentation in a timely manner.

The Deciding Official is not obligated to provide the specific accommodation requested but instead has the right to offer an alternative accommodation that is effective in removing the workplace barrier that is impeding the individual with a disability. Employees and applicants are entitled to effective and reasonable accommodations, but not necessarily to the accommodation of their choice.

Deciding Officials must complete the [Information Tracking and Reporting Form](#) and submit it to the Bureau SHRO within **10 business days** of the decision and must attach to the form and all information received during the processing of the request.

Once approved and accepted, the accommodation should be implemented as soon as possible but no later than **20 business days** from the date of the decision (inclusive of any necessary logistics and/or coordination). If there is a delay in processing/implementing the reasonable accommodation, the Deciding Official, in collaboration with their SHRO, must investigate

whether there are temporary measures such as an interim accommodation that can be provided to assist the individual. The employee will be kept apprised of the status and reason(s) for the delay, including any extenuating circumstances that justify the delay and expected completion date every **10 business days**, throughout the decision phase of the process until fully implemented.

In instances that may require expedited processing of reasonable accommodation requests (e.g., to enable an applicant 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.

If the individual has requested a type of reasonable accommodation that is likely to be needed on a repeated basis (e.g., sign language interpreting), the individual should not be required to submit a formal written request each time the accommodation is needed. Once the accommodation is approved, the individual may obtain subsequent accommodations by verbal or written notice to the Deciding Official or other designated official.

Denials of requests for reasonable accommodation must be in writing and explain the specific reasons the request was denied (e.g., 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; why the accommodation would pose an undue hardship or endangers the health and safety of the individual or others). Prior to issuing a decision to deny an accommodation, the Deciding Official must consult with the SHRO and/or ELLU. Where a Deciding Official has denied a specific requested reasonable accommodation but offered to make a different accommodation in its place, the Deciding Official should explain both the reasons for the denial of the requested accommodation and the reasons they believe that the chosen accommodation will be effective. Denials must include information about the individual's right to file an EEO complaint as well as the right to file an appeal against an appealable adverse action with the Merit Systems Protection Board (MSPB) over which MSPB has jurisdiction and/or the right to file a negotiated grievance, as applicable and appropriate. An individual who chooses to pursue statutory or collective bargaining remedies for denial of reasonable accommodation **must**:

- For an EEO complaint: Initiate contact with an EEO counselor pursuant to 29 CFR. § 1614.106 within 45 calendar days from receipt of the denial notification, regardless of whether the applicant or employee participates in an informal dispute resolution process.
- For a collective bargaining claim: File a written grievance in accordance with the provisions of the applicable Collective Bargaining Agreement.
- For an appeal over which the MSPB has jurisdiction: Initiate an appeal to the MSPB within 30 calendar days of the appealable action as defined in 5 CFR § 1201.3.

For prompt reconsideration of denied requests for reasonable accommodation, individuals are encouraged to use the informal dispute resolution processes outlined in D and E below.

D. Reconsideration Phase:

In the reconsideration phase, the employee or applicant who disagrees with the decision to deny the requested accommodation or who disagrees that an alternative accommodation is effective, may submit a written request for reconsideration of the Deciding Official's

decision within **20 business days** from receipt of the written denial notification or from receipt of the offer of an alternative accommodation. Requests for reconsideration must include the reason for the request for reconsideration and any new information and/or documents in support of the request, along with the specific form of reasonable accommodation requested.

The Deciding Official's written response to the request for reconsideration shall be provided no more than **10 business days** from receipt of the request or receipt of additional information. Failure to provide additional documentation at the time of the request could impact the reconsideration decision and outcome. Invoking the reconsideration process does not toll or extend the mandatory time limits for initiating an EEO complaint, an MSPB appeal, or other grievance procedures.

E. Appeal Phase:

If reconsideration does not result in a reversal of the initial decision, the employee or applicant may appeal the decision in writing to the next level of management within **10 business days** from the date of the reconsideration decision. The employee or applicant must provide all previously submitted documents and decision memorandum. Appeal requests must include the reason for the appeal request and any new information and/or documents in support of the request, along with the specific form of reasonable accommodation requested. The employee or applicant may provide additional information in support of the appeal.

The written decision on the appeal shall be provided no more than **10 business days** from receipt of the appeal or receipt of additional information. ***There is no higher level of appeal of this phase provided for in these procedures.*** Invoking the reconsideration or appeal process does not toll or extend the mandatory time limits for initiating an EEO complaint, MSPB appeal, or other grievance procedures.

9. Special Considerations for Medical Documents. Medical documents must be protected as required by the Rehabilitation Act and the Privacy Act. It is expected that the Deciding Official, SHRO, and ELLU 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 DOI Medical Officer, 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.

Where medical information is disclosed, those individuals to whom the information was released shall be informed that the information is confidential and covered by various federal laws and executive orders.

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 " Rehabilitation Act/Privacy Act documents," and maintained in a secure storage separate from the official personnel files maintained by the agency.

All requests for, and provision of, reasonable accommodations and associated documents are confidential and must be appropriately protected from disclosure in accordance with applicable laws and regulations. Individuals who have access to information necessary to make a decisions

about whether to grant a requested accommodation may not disclose this information except as follows:

- Supervisors and managers who need to know may be told about necessary restrictions on the work or duties of the employee and about the necessary accommodation(s);
- First aid and safety personnel may be told if the disability might require emergency treatment;
- Government officials may be given information necessary to investigate the agency's compliance with the Rehabilitation Act;
- The information may in certain circumstances be disclosed to workers' compensation offices or insurance carriers; and
- Agency EEO Officials may be given the information to maintain records and evaluate and report on the agency's performance in processing reasonable accommodation requests.

Where medical information is disclosed to any of the foregoing officials, the agency must inform those individuals about the confidentiality requirements associated with the information.

10. Alternative Dispute Resolution. In addition to the SHRO and DPM, resources such as [CADR](#) are available to help ensure productive communication. Alternative Dispute Resolution (ADR) may 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 [Table 1](#) are suspended until the ADR process has concluded.

11. Decision-Making Authority. Once an accommodation has been granted by the Deciding Official, that decision is considered to be made on behalf of the agency. If, in the future, there is a change in the accommodated individual's chain of command, the accommodation will generally remain in place. A new supervisor in the accommodated individual's chain of command cannot request that the individual resubmit their request for accommodation for approval.

Supervisors should periodically assess the effectiveness of the provided accommodation. Deciding Officials should encourage employees to notify them if an accommodation is no longer effective (e.g., changes in the employee's limitations, changes to the essential duties, workplace equipment, etc.). If an accommodation is no longer effective, the employee and Deciding Official should promptly reengage in the interactive process. Such notice by the requestor retriggers the timeframes and obligations outlined in this policy and may necessitate additional documentation.

12. Time Limits. Every effort must be made to ensure that the time limits outlined in this policy (See [Table 1](#)) are strictly adhered to. Any deviation from these time limits must be justifiable, clearly explained, and noted. Moreover, the Deciding Official must notify the individual of the reason for the delay, including any extenuating circumstances that justify the delay.

Table 1 – Time Limits

Action	Due Date*
Acknowledging receipt of a verbal or written request for accommodation	5 business days from receipt of the request by the Deciding Official
Forwarding reasonable accommodation requests to the Deciding Official and the SHRO if received by another agency official	5 business days from receipt of the request
Engaging in the Interactive Process	5 business days from receipt of the request
Decision memo provided to requestor when no medical documents are required	15 business days from receipt of request by Deciding Official
Decision memo provided to requestor when medical documents are required	15 business days from date sufficient medical documentation is received
Information Tracking and Reporting form provided from the Deciding Official to the SHRO	10 business days from the decision
Implementation of approved accommodation	20 business days from decision
Notification of delayed implementation of an approved accommodation	Every 10 business days until fully implemented
Individual request for reconsideration of decision	20 business days from receipt of written denial notification
Decision on a request for reconsideration	10 business days from receipt of the request
Individual appeal of decision on requested reconsideration	10 business days from reconsideration decision notification
Decision on an appeal of a reconsideration decision	10 business days from receipt of request

**In the event an employee elects to use ADR, the timeframes for responding to a request for accommodation, processing a request for reconsideration of reasonable accommodation decision, and processing reasonable accommodation appeals are suspended until the ADR process has concluded.*

*The timeframe outlined above excludes the time spent waiting for necessary medical information from the requestor's health care provider. Medical documentation should generally be provided within **15 calendar days**, unless an extension is requested and granted. Medical documentation not received in a timely manner may result in a decision based upon existing information.*

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 shall make every effort to do so. Failure to provide an accommodation in a prompt manner may result in a violation of the Rehabilitation Act.

13. Types of Reasonable Accommodation. Reasonable accommodations must be effective and reasonable based on the individualized needs of the requestor. The Deciding Official should consider a broad range of options to appropriately accommodate the requestor. Employees and applicants are entitled to effective and reasonable accommodations, but not necessarily to the accommodation of their choice. Accommodations shall not include changing the essential functions of a job. Accommodations shall not expose an employee, co-worker or the public to an undue risk of harm and in some cases, may require a direct threat analysis if the employee is serving in an arduous or hazardous position (see [section 15](#)).

The need for accommodation can be reduced if Bureaus implement practices that reduce barriers to effective workplace practices and job design. Bureaus 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. Bureaus 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 (e.g., purchasing or leasing equipment; hiring of, or contracting for, readers, interpreters, or other assistants; flexibility to approve leave or to restructure work schedules).

Expense may be a factor when considering the reasonableness of a requested accommodation. For example, if both a special piece of hardware and a specialized software program can provide a reasonable and effective accommodation, the less expensive alternative will normally be provided.

Examples of reasonable accommodation include, but are not limited to:

- Making existing facilities readily accessible to and usable by a person with a disability
- Job restructuring (does not include changing the essential duties of the position), including part-time or modified work schedules
- Acquisition or modification of equipment or devices
- Appropriate adjustment or modification of examinations (does not include changing examination questions)
- Provision of readers and interpreters
- Telework (and other work schedule flexibilities)
- Accommodations for meetings, conferences, training and seminars (e.g., interpreters, specific seating arrangements, tables that accommodate wheelchairs)
- Reassignment (as a last resort)

Examples of accommodation requests that would **not** be considered reasonable include, but are not limited to:

- Eliminating essential job functions (i.e., fundamental duties of the position)

- Lowering standards (qualitative or quantitative) that are applied uniformly to employees with and without disabilities (though a reasonable accommodation may be provided to enable an employee with a disability to meet the standard)
- Creating a new job or position
- Allowing or ignoring inappropriate conduct
- Providing personal use items such as prosthetic limbs, wheelchairs, prescription eyeglasses, personal hearing aids, or similar devices, which are needed to accomplish daily activities both on and off the job

14. Undue Hardship Determinations. An undue hardship occurs if the requested accommodation causes significant difficulty or expense for the Department. If a particular accommodation causes undue hardship, DOI does not have to provide it. Determination of undue hardship is always made on a case-by-case basis. This determination will include consideration of such factors as: 1) nature and cost of the accommodation; 2) overall size of the program with respect to the number of employees, number and type of facilities, and size of budget; and 3) the type of operation, including composition and structure of the workforce.

When considering whether an accommodation presents an undue hardship, the hardship must exist for the *Department*—not, just the *Bureau*. If the Deciding Official believes an undue hardship exists, they shall contact the SHRO who, in turn, shall coordinate with the Department’s Reasonable Accommodation Program Manager, who is responsible for coordinating requests for undue hardship at the Department level.

The Bureau shall submit a justification in writing outlining the undue hardship through the Department’s Reasonable Accommodation Program Manager to a deciding committee that includes the DAS-HCD/CHCO; the Director, ODICR; and the Director, Financial Management who will determine if the undue hardship exists at the *Department* level. A representative from ELLU shall advise the committee and review the decision prior to the committee issuing a final determination.

15. Direct Threat. A direct threat analysis must be conducted by the Deciding Official whenever there is a reasonable belief, based on objective evidence that an employee’s (or applicant’s) medical condition results in a risk of substantial harm to the employee, their co-workers or to the public. Deciding Officials performing a direct threat analysis must consult with ELLU and the DOI Medical Officer through the SHRO.

Objective evidence is reliable information, either directly observed or provided by a third party, such as a physician, that an employee may have or has a medical condition that will result in a direct threat. Direct threat determinations must be based on an individualized assessment of the individual’s present ability to safely perform the essential functions of the job, considering a reasonable medical judgment relying on the most current medical knowledge and/or best available objective evidence. It should *not* be based on subjective perceptions, irrational fears, stereotypical or patronizing assumptions and must consider potential reasonable accommodations. Generalized fears about risks from the employment environment such as exacerbation of the disability caused by stress, cannot be used to disqualify an individual with a disability.

If there is reasonable belief that an employee’s medical condition or a reasonable

accommodation exposes the employee or others to significant risk of harm, the following criteria shall be included and documented in the analysis: 1) the duration of the risk, 2) the nature and severity of the potential harm, 3) the likelihood that the potential harm will occur, and 4) the imminence of the potential harm. It is highly recommended that Bureau/Office Safety and Health professionals be included in these deliberations.

Relevant evidence may include input from the individual with a disability, the experience of the individual with a disability in previous similar positions, and opinions of medical doctors, rehabilitation counselors, or physical therapists who have expertise in the disability involved and/or direct knowledge of the individual with the disability.

If performing the particular functions of a job results in a significant risk of substantial harm to the individual or to others, the employee shall not continue to perform their duties unless a reasonable accommodation that would not cause an undue hardship can decrease the risk of harm to an acceptable level.

A direct threat analysis may be necessary for positions that are covered under U.S. Office of Personnel Management approved medical standards, including, but not limited to, law enforcement officers, firefighters, inspectors, divers, tower climbers, and large vessel crewmembers. Other positions where a direct threat analysis may be necessary include positions that have significant physical requirements. Examples of such positions include, but are not limited to, those that require working in remote areas (with limited access to medical care), hiking, driving vehicles and equipment, long and/or unpredictable duty hours, and/or exposure to extreme environmental conditions. This latter category of positions includes, but is not limited to, those that require outdoor work, which includes positions such as field biologists, trail maintenance workers, interpretive rangers, and hydrologic technicians.

If an individual poses a direct threat as a result of a disability, the Deciding Official must determine whether a reasonable accommodation would either eliminate the risk or reduce the risk to an acceptable level. If no accommodation exists that would either eliminate or reduce the risk to an acceptable level, the Deciding Official may refuse to hire an applicant or may seek reassignment as a last resort accommodation for an employee whose disability poses a direct threat. A Deciding Official, however, is not permitted to deny an employment opportunity to an individual with a disability merely because of a slightly increased risk. The risk can only be considered when it poses a *significant* risk, i.e., high probability of substantial harm - a speculative or remote risk is insufficient to determine a direct threat.

16. Reassignment as a Last Resort. In certain situations, qualified employees with disabilities may be eligible for job reassignment (reassignment) as a last resort form of accommodation. Reassignments should only be considered after it has been determined that:

- There are no available and effective accommodations that will enable the employee to perform the essential functions of their current position, or
- All other available and effective reasonable accommodations would impose an undue hardship for the Department.
- Reassignment may also be a reasonable accommodation when both the employer and employee agree that this is more appropriate than accommodation in the present job.

Reassignment must be considered even if not specifically requested. Reassignment to an available, vacant, funded position **must** be provided, absent an undue hardship, to an employee who, because of a disability, can no longer perform the essential functions of the position held, with or without a reasonable accommodation. Reassignment is not available to job applicants – only to current employees.

Before considering reassignment, the Deciding Official and Bureau must first consider those reasonable (e.g., feasible and effective) accommodations that would enable an employee to remain in their current position. An individual with a disability is not required to accept, and DOI is not required to offer, a reassignment if there is an effective accommodation that would allow the individual to remain in their current job without causing an undue hardship.

Reassignment may be made only to an available, vacant, funded position for which the employee is *qualified*. This may include both *equivalent* positions (i.e., same grade with no further promotion potential) and *non-equivalent* positions (i.e., lower graded position with promotion potential no higher than full performance level (FPL) of employee’s current position) based on the employee’s stated preferences. The term “vacant, funded position” includes positions that are *actually* vacant, as well as positions that Bureau management or the SHRO reasonably anticipate will become vacant and funded in a reasonable period of time—generally, no more than **30 calendar days**.

Reassignment must be made in accordance with the DOI Merit Promotion Plan and 5 CFR § 335. Reassignment must not require competitive procedures, (i.e., must not be made to a position with a higher FPL than previously held on a permanent basis in the competitive service).

Prior to initiating any reassignment searches, the SHRO shall review the employee’s current PD and obtain an updated resume from the employee (including relevant education). The SHRO will also provide the employee with the [Employee Questionnaire for Reassignment](#) (“Questionnaire”) to complete. Employees are encouraged to complete and return the Questionnaire to the SHRO within **7 business days** of receipt. The questionnaire identifies relevant information that the SHRO shall use to facilitate acceptable searches for available, vacant, funded position(s) based on the employee’s stated preferences. The [Checklist - HR Search for Vacant Position\(s\)](#) (“Checklist”) documents the SHRO searches and must be completed by the SHRO to ensure all appropriate actions have been completed and are properly documented.

- A. Conducting an Initial Search:** The initial **30 calendar day** search, conducted by the SHRO, should focus first on equivalent positions, and then, depending on the parameters outlined on the Questionnaire, any non-equivalent positions within the employee’s current Bureau. Following the initial search period, the SHRO will review all positions identified during the search. The order of consideration is first the most comparable position to that of the employee’s current position (i.e., first, an equivalent position in the employee’s current geographic area if available; if not, next would be an equivalent position(s) outside the employee’s current geographic area if available; if not, and if acceptable to the employee any nonequivalent position within or outside of the current geographic area). If more than one position is identified, the SHRO shall confer with the employee regarding their preference.
- B. Conducting an Expanded Search:** Only if the initial search yields no position(s), should an expanded search be conducted outside of the employee’s current Bureau. The

expanded **30 calendar day** search should focus first on equivalent positions outside of the employee's current Bureau, and then, depending on the parameters outlined on the Questionnaire, any non-equivalent positions outside of the employee's current Bureau. Following the expanded search period, the SHRO will review all positions identified during the search. The order of consideration is first the most comparable position to that of the employee's current position (i.e., first, an equivalent position in the employee's current geographic area if available; if not, next would be an equivalent position(s) outside the employee's current geographic area if available; if not, and if acceptable to the employee any nonequivalent position within or outside of the current geographic area). If a position is identified, the gaining SHRO and the employee's current SHRO should work together to determine qualifications. If more than one position is identified, the SHRO shall confer with the employee regarding their preference.

Employees are not required to compete for a position identified as part of any reassignment efforts, except in the case of a promotion; however, the employee must be qualified for and able to perform, either with or without reasonable accommodation, the essential functions of the vacant, funded position that is available for reassignment. Any offer of placement in a vacant, funded position will be made in writing and shall address the unique circumstances of the particular accommodation request. In addition, the offer must specify the consequences of declining an offer of reassignment. The employee shall respond to an offer of reassignment within **10 business days** of receipt. Declination of an offer of reassignment will cancel any further consideration of reassignment as a reasonable accommodation.

Reassignment must be considered as an accommodation prior to terminating or removing an individual that cannot be accommodated. If an employee needs a reasonable accommodation to perform an essential function or to eliminate a direct threat and refuses to accept an effective accommodation (including reassignment), the employee may not be qualified to remain in the position and may be subject to removal or termination. DOI is considered to have fulfilled its obligation to consider reassignment if the employee declines an offer of Reassignment OR if the searches have concluded without identifying any potential positions.

DOI RAB: The DOI RAB may be initiated by the SHRO conducting the expanded search in the case of Inter-Bureau conflict regarding reassignment but only after ELLU has been consulted on the conflict. Every effort must be made to resolve placement conflicts prior to requesting a DOI RAB referral. If a vacant, funded position is identified in another Bureau and the Bureau SHROs, along with management, are unable to reach agreement regarding if or where the employee will be reassigned; the vacant, funded position ***must be placed on hold and may not be filled until a final determination is made by the DOI RAB.***

SHRO requests for a referral to the DOI RAB must be made through the Department Reasonable Accommodation Program Manager and must include a memorandum from each of the involved SHROs and addressed to the Reasonable Accommodation Program Manager outlining/providing:

- The reason the employee's Bureau cannot provide an effective reasonable accommodation as well as all remedies and solutions the Bureau explored
- A statement from the Bureau(s) where vacant, funded position exists and the reasons why reassignment of the employee to that position is not appropriate or feasible
- A listing of dates and milestones pertaining to the request for reasonable

accommodation

- Documentation of the initial and, if appropriate, expanded search conducted;
- A copy of the employee's current PD
- A list of the vacant, funded position(s) for which the SHRO believes the employee is qualified
- The employee's current resume, most recent SF-50 and performance evaluation
- Any other pertinent information, (e.g., medical officer correspondence)
- A copy of the PD of any appropriate, vacant, funded position(s) identified by the employee's SHRO

The Department Reasonable Accommodation Program Manager will review the request to ensure that it includes the necessary information and documentation and will submit the request to the DOI RAB to make an appropriate recommendation. Incomplete or insufficient requests will be returned to the Bureau SHROs. ***If the Bureau in which the vacant, funded position is located fails to cooperate in the preparation of appropriate memorandum requesting referral to the RAB, that Bureau will be deemed to concur with the statement of the employee's Bureau.***

Once all required information and documentation is received, the Deputy Chief Human Capital Officer (DCHCO)/Director, Office of Human Capital (OHC) shall convene the DOI RAB. The DOI RAB shall consist of the following members: the DCHCO/OHC Director, a representative from CADR, a representative from ELLU, and a representative from ODICR. The DOI RAB shall convene within **10 business days** of receipt of all required information and documentation. Within **5 business days** of convening, the DOI RAB shall make a recommendation to the CHCO/DAS-HCD. The CHCO/DAS-HCD shall make the determination as to where the employee should be reassigned, based on the recommendation of the DOI RAB within **5 business days** of receipt of the RAB's recommendation. The CHCO/DAS-HCD may delegate the authority to make this decision. ***The decision of the CHCO/DAS-HCD is final and binding and there is no right to reconsideration or appeal.***

17. Implementation. Every attempt must be made to implement an approved reasonable accommodation in as short of a time as possible barring any extenuating circumstances. 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. In such case, an interim accommodation as explained in section 8 may be considered temporarily until such time that the permanent accommodation can be implemented.

18. Monitoring Accommodations. An important part of the reasonable accommodation 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.

19. Recertification of Reasonable Accommodations Granted. Supervisors generally cannot require that an individual with a permanent or long-term disability recertify the need for an accommodation that has been granted. A request to recertify should only be made in *limited* circumstances and *only* if there is a valid reason, e.g., if the individual's medical condition changes or if a change in circumstances creates a new or unexpected undue hardship. The supervisor must consult with the SHRO prior to requesting recertification. If an individual with a temporary limitation or disability was granted a temporary accommodation and the communication with the individual clearly stated that the accommodation was temporary, a request for recertification is permissible.

20. Information Tracking and Reporting. The SHRO is responsible for maintaining records that may be used to determine compliance with the nondiscrimination and affirmative action requirements imposed under Section 501 of the Rehabilitation Act of 1973, and to make such records available to the Department and/or the Equal Employment Opportunity Commission (EEOC), upon request, to ensure compliance with these Procedures and the Rehabilitation Act. Individuals may contact their SHRO or Deciding Official for the status of their accommodation request.

21. Resources. The resources outlined below are not all inclusive, but rather are some of the many resources available relative to assistive technology and accessibility. The SHRO and/or DPM may be aware of additional resources.

- a. **[Job Accommodation Network \(JAN\)](#)**
JAN is funded by a contract from the U.S. Department of Labor, Office of Disability Employment Policy (ODEP) and serves as the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.
- b. **[Registry of Interpreters for the Deaf, Inc. \(RID\)](#)**
RID provides a searchable database for interpretive and transliteration services.
- c. **[FCC Telecommunications Relay Services \(TRS\)](#)**
Allows persons who are deaf, hard of hearing, deafblind, or have speech disabilities to communicate by telephone in a manner that is functionally equivalent to telephone services used by persons without such disabilities.
- d. **[RESNA Technical Assistance Project](#)**
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.
- e. **[EEOC Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the ADA](#)**
Clarifies the rights and responsibilities of employers and individuals with disabilities regarding reasonable accommodation and undue hardship.
- f. **[GSA Schedule, Professional Services-Language Services](#)**

Translation and interpretation services include services to facilitate communications with and by persons who are visually or hearing impaired.

22. Labor-Management Obligations. Bureaus/Offices are reminded to fulfill their labor-management obligations, as appropriate, in implementing the requirements set forth in this PB.

23. Inquiries. Any Department employee or employee representative seeking further information concerning this policy may contact their SHRO. SHROs may contact the Department's Office of Human Capital concerning questions related to this policy.

Jennifer A. Ackerman

Director, Office of Human Capital
Deputy Chief Human Capital Officer

Attachments

**REASONABLE ACCOMMODATION
REQUEST CONFIRMATION FORM**

This form is only used to track reasonable accommodation requests.

SECTION 1.

Applicant or Employee Name: _____

Applicant or Employee Telephone: _____

Applicant or Employee Email: _____

Today's Date: _____ Date of Request: _____

SECTION 2.

Accommodation Requested. *(Be as specific as possible, e.g., adaptive equipment, reader, interpreter)*

SECTION 3.

Reason for Request.

If accommodation request is time sensitive, please explain:

Applicant Requests: Must be sent to the agency contact identified in the vacancy announcement.

Employees Requests: Must be sent to your supervisor, a management official in your chain of command, the Servicing Human Resources Office (SHRO), the Disability Program Manager (DPM) or any other management official.

Additional information (including medical documentation) reasonably needed to process the accommodation request may be sought during the interactive process. No additional information should be captured on the Request Confirmation form.

INFORMATION TRACKING AND REPORTING FORM

This form is to be completed by the Deciding Official and submitted it to the Bureau SHRO within **10 business days** of the decision along with all information received during the processing of the reasonable accommodation request.

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 by employee or in the case of an applicant request, job desired in requesting reasonable accommodation (including occupational series, grade level, and office):

6. Reasonable accommodation needed for: (check one)

_____ modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for a job

_____ modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job or accessing the work environment

_____ modifications or adjustments that enable employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by similarly situated employees without disabilities

7. Reasonable accommodation requested (e.g., adaptive equipment, reader or interpreter, modified work schedule or removal of architectural barrier):

8. Was the request for reasonable accommodation(s) requested for a permanent disability or for a temporary disability or limitation? _____

9. Date reasonable accommodation request sent to Deciding Official: _____

10. Name of Deciding Official: _____

11. The requestor does _____ OR does not _____ have a disability as defined by the Rehabilitation Act; OR no disability determination made _____ (check one).

12. Reasonable accommodation: (check one)

_____ Approved

_____ Approved through _____ (ONLY for temporary disability or limitation)

_____ Denied (attach a copy of the written denial which must explain the basis of denial)

_____ Offered an alternative accommodation (attach a detailed explanation)

13. Date reasonable accommodation approved or denied: _____

14. Describe the reasonable accommodation provided (if different from what was requested):

15. Requestor accepted _____ alternative accommodation(s) offered OR rejected some or all
_____ alternative accommodation(s) offered (check one). Reason(s) provided for rejection:

16. Date reasonable accommodation implemented: _____

17. If time frames outlined in the Reasonable Accommodation Procedures were not met, explain why: _____

18. Was medical information required to process this request? If yes, explain why. List the documents submitted on behalf of the individual: _____

19. Was a direct threat analysis included in the review of this request? If yes, who was involved and list the documentation: _____

20. Sources of technical assistance, if any, consulted in trying to identify possible reasonable accommodations (e.g., Job Accommodation Network, disability organization, Disability Program Manager): _____

21. Servicing Human Resources Office (SHRO): _____

22. Comments: _____

Deciding Official's Signature: _____

Date: _____

Phone Number: _____

Email: _____

EMPLOYEE QUESTIONNAIRE FOR REASSIGNMENT

This Employee Questionnaire for Reassignment (Questionnaire) must be returned to your Servicing Human Resources Office (SHRO) within **7 business days of receipt** and is used to document your preference(s) on parameters for conducting a search for vacant position(s). Your SHRO is available to provide assistance with completing the form, if needed.

You are being considered for possible reassignment as a form of last resort accommodation as discussed on [insert date]. The initial search will be limited to available, vacant, funded positions within the current Bureau and those that are anticipated to become vacant within a reasonable period of time (generally no more than 30 business days) and will seek the most comparable position available in terms of pay, grade/career level, promotion potential, status, etc., and for which you are qualified. An expanded search for positions outside of the current Bureau but within the Department will not be conducted if a position is identified in the initial search OR if you indicate you are not interested in an expanded search. Depending on your responses indicated in this Questionnaire, positions may include equivalent and nonequivalent positions both within and outside of your current geographic area.

If you need a reasonable accommodation to perform an essential function of your position or to eliminate a direct threat and you decline an effective accommodation (including an offer of reassignment), you may not be qualified to remain in your position and may be subject to removal or termination. DOI is considered to have fulfilled its obligation in this case or if the search has concluded without identifying any potential positions.

To enable an effective search to be conducted, you must answer the following questions. Your answers to these questions will determine the specific parameters of the search. If you answer "no" to any question, or fail to answer any question, a search for vacant, funded positions in that category will not be conducted and you will have waived your right to consideration for such positions as a form of reasonable accommodation. Therefore, you are *strongly* encouraged to complete this form in its entirety.

Please remember that you may choose to change or update your answers and/or choices after the job search starts, however any changes or updates will not extend the job search period. To make any changes or updates, please submit a new Questionnaire. Please note that any relocation is at your own expense.

To assist you in making informed decisions, any offer of a vacant, funded position will be made in writing and will specify the consequences of rejecting the offer.

Employee Name: _____

Initial Search

30-calendar day search period

1. Will you accept an **equivalent** position in your current Bureau in your current geographical area?

Yes

No

2. Will you accept an **equivalent** position in your current Bureau but outside of your current geographical area?

Yes

No

3. Will you accept a **nonequivalent** position (e.g., not equal to your current position in terms of pay, grade level, career level, promotion potential, pay system, type of appointment (competitive/excepted service) in your current Bureau within your current geographical area?

Yes No

4. Will you accept a **nonequivalent** position (e.g., not equal to your current position in terms of pay, grade level, career level, promotion potential, pay system, type of appointment (competitive/excepted service) in your current Bureau but outside of your current geographical area?

Yes No

If you answered “Yes” to questions 3 or 4 above and you want to specify nonequivalent conditions such as the lowest acceptable grade, no temporary appointments, etc., please specify here. Otherwise, if you answered “Yes”, you will be considered and may be offered any nonequivalent position identified.

Extended Search

30-calendar day search period

An extended search is only performed if the initial search did not yield any positions within the search parameters outlined in questions 1 - 4 above. If you decline a reassignment offer for a position located in the initial search, an extended search will not be performed.

5. Will you accept an **equivalent** position outside of your current Bureau but in your current geographical area?

Yes No

6. Will you accept an **equivalent** position outside of your current Bureau and outside of your current geographical area?

Yes No

7. Will you accept a **nonequivalent** position (e.g., not equal to your current position in terms of pay, grade level, career level, promotion potential, pay system, type of appointment (competitive/excepted service) outside of your current Bureau but in your current geographical area?

Yes No

8. Will you accept a **nonequivalent** position (e.g., not equal to your current position in terms of pay, grade level, career level, promotion potential, pay system, type of appointment (competitive/excepted service) outside of your current Bureau and outside of your current geographical area?

If you answered “Yes” to question 7 or 8 above, please state any geographic areas to which you *would not* consider relocating to accept a vacant position. Otherwise, if you answered “Yes”, you will be considered and may be offered any nonequivalent position identified in any geographic area.

If you fail to respond to the questions above, the search for a vacant, funded position will be limited to and initial search for **equivalent** positions within the current Bureau and current geographic area.

My signature below acknowledges my receipt and review of the parameters for conducting a search for reassignment opportunities as part of the reasonable accommodation process.

Employee Signature

Date

Current Supervisor Signature

Date

SHRO Signature

Date

CHECKLIST - HR SEARCH FOR VACANT POSITION(S)

Servicing Human Resources Office (SHRO) shall use this checklist to document reasonable accommodation reassignment search efforts.

1. **Employee's Name:** _____

2. **Employee's Current Position:** _____

Bureau/Office: _____

Title of Position: _____

Pay Plan, Series: _____

Grade level: _____

Promotion Potential: _____

Location (City/State): _____

Work Schedule: _____

Other Factors (if any): _____

3. **Date(s) Interactive Discussion with Employee** _____

_____ Discuss employee's qualifications for other positions. Ask employee for updated resume/application, detailing all qualifying experience, including volunteer work, and education (attach copy of the resume/application if provided by employee). Employee should list prior positions held (both government and non-government, paid and unpaid jobs).

_____ Discuss search options with employee (document employee choices for geographic area and non-equivalent positions); attach completed [Employee Questionnaire for Reassignment](#).

List other qualifying education: _____

List all series and grades/or career levels for which employee is qualified, and/or which employee will consider: _____

4. **Initial Search (within the current Bureau)**

Date initial search began: _____

For each option, search first for open vacancy announcements; if none, contact Bureau SHRO for pending vacancies within the employee's current Bureau. Place a check mark in

the appropriate blocks below for each category in which a search for vacant, funded positions was conducted.

For each vacant, funded position found, that is deemed viable as a potential reassignment opportunity, list the Bureau, pay plan, series, grade level, title, location, promotion potential, and work schedule. Note the contact person in the Bureau in which the position is located and whether there were any limitations on the position (e.g., funding, FTE, etc.). State whether the employee is a qualified employee with a disability (i.e., can perform the essential functions of the position with or without a reasonable accommodation).

____ Equivalent positions in current Bureau in the current geographic area.

Position(s) found? No Yes

If Yes, please list: _____

____ Equivalent positions in current Bureau outside of the current geographic area.

Position(s) found? No Yes

If Yes, please list: _____

____ Non-equivalent positions in current Bureau inside or outside the current geographic area.

Position(s) found? No Yes

If Yes, please list: _____

5. Expanded Search (Outside the Current Bureau but within the Department)

Date expanded search began: _____

For each option, search first for open vacancy announcements; if none, contact Bureau SHROs for pending vacancies outside of the employee's current Bureau. Place a check mark in the appropriate blocks below for each category in which a search for vacant, funded positions was conducted.

For each vacant, funded position found, that is deemed viable as a potential reassignment opportunity, list the Bureau, pay plan, series, grade level, title, location, promotion potential, and work schedule. Note the contact person in the Bureau in which the position is located and whether there were any limitations on the position (e.g., funding, FTE, etc.). State whether the employee is a qualified employee with a disability (i.e., can perform the essential functions of the position with or without a reasonable accommodation).

____ Equivalent positions in other Bureau(s) in the current geographic area.

Position(s) found? No Yes

If Yes, please list: _____

_____ Equivalent positions in other Bureau(s) outside the current geographic area.

Position(s) found? No Yes

If Yes, please list: _____

_____ Non-equivalent positions within other Bureau(s) inside or outside the current geographic area.

Position(s) found? No Yes

If Yes, please list: _____

_____ Equivalent positions in other geographic areas within other Bureaus.

Position(s) found? No Yes

If Yes, please list: _____

_____ Non-equivalent positions in other geographic areas within the employing Bureau.

Position(s) found? No Yes

If Yes, please list: _____

_____ Non-equivalent positions in other geographic areas within other Bureaus.

Position(s) found No Yes

If Yes, please list: _____

6. Position Offer:

Employee was offered the following position, in writing (attach copy of offer):

Date of offer: _____

Date employee decision due by: _____

7. Position Acceptance/Declination:

Employee accepted the following position: _____

Date of acceptance: _____

EOD date for new position: _____

Employee declined offer: _____

Date of declination: _____

SHRO Specialist

Date

Date reassignment efforts closed: _____



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;

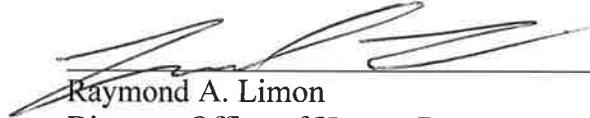
5.5.3. Type of operation, including composition and structure of the workforce; and

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?

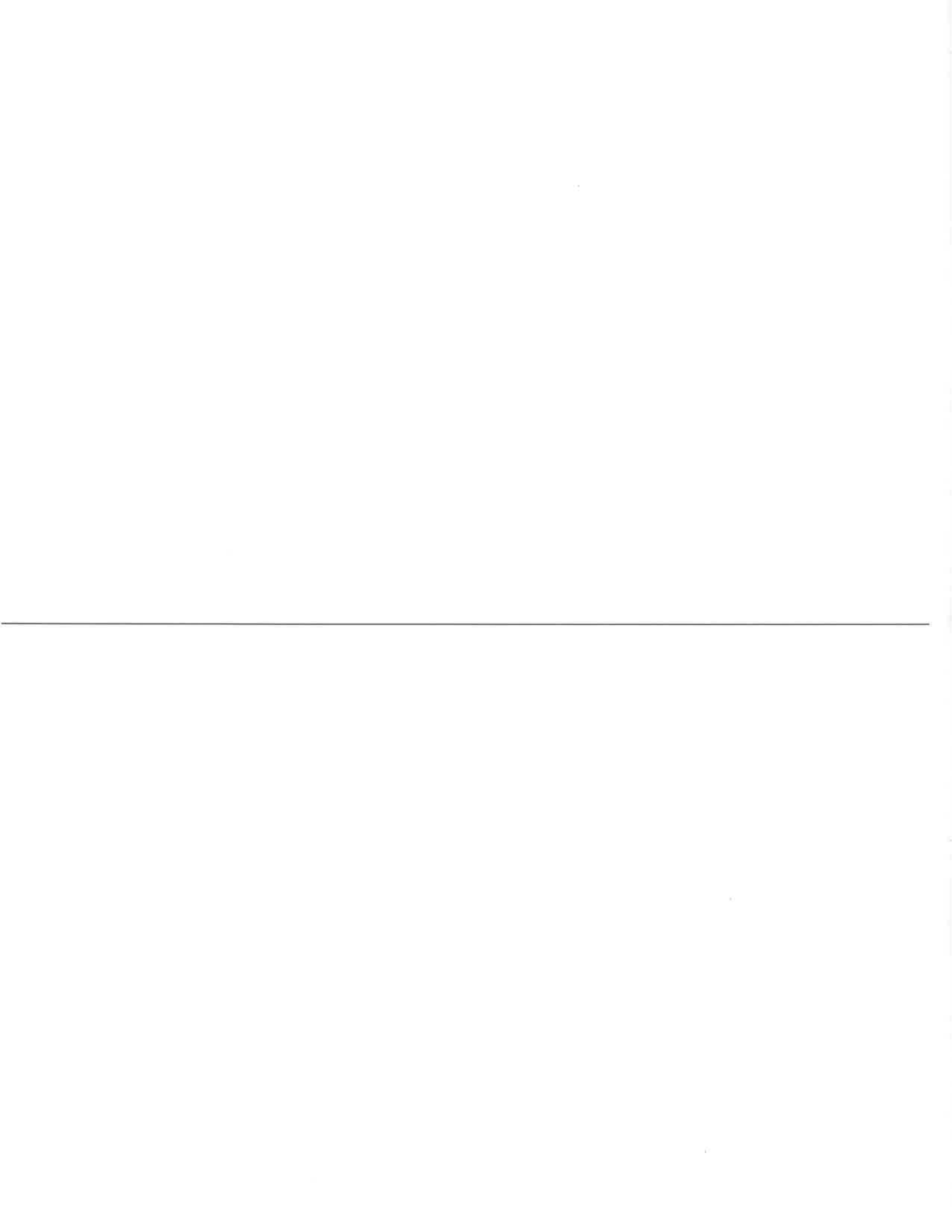
Yes. If that family member is hired as a professional PAS provider at a federal agency, the agency must compensate the family member as either a contractor or federal employee.

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

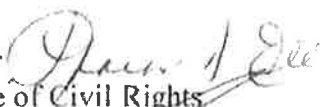
OFFICE OF THE SECRETARY
Washington, DC 20240


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: _____

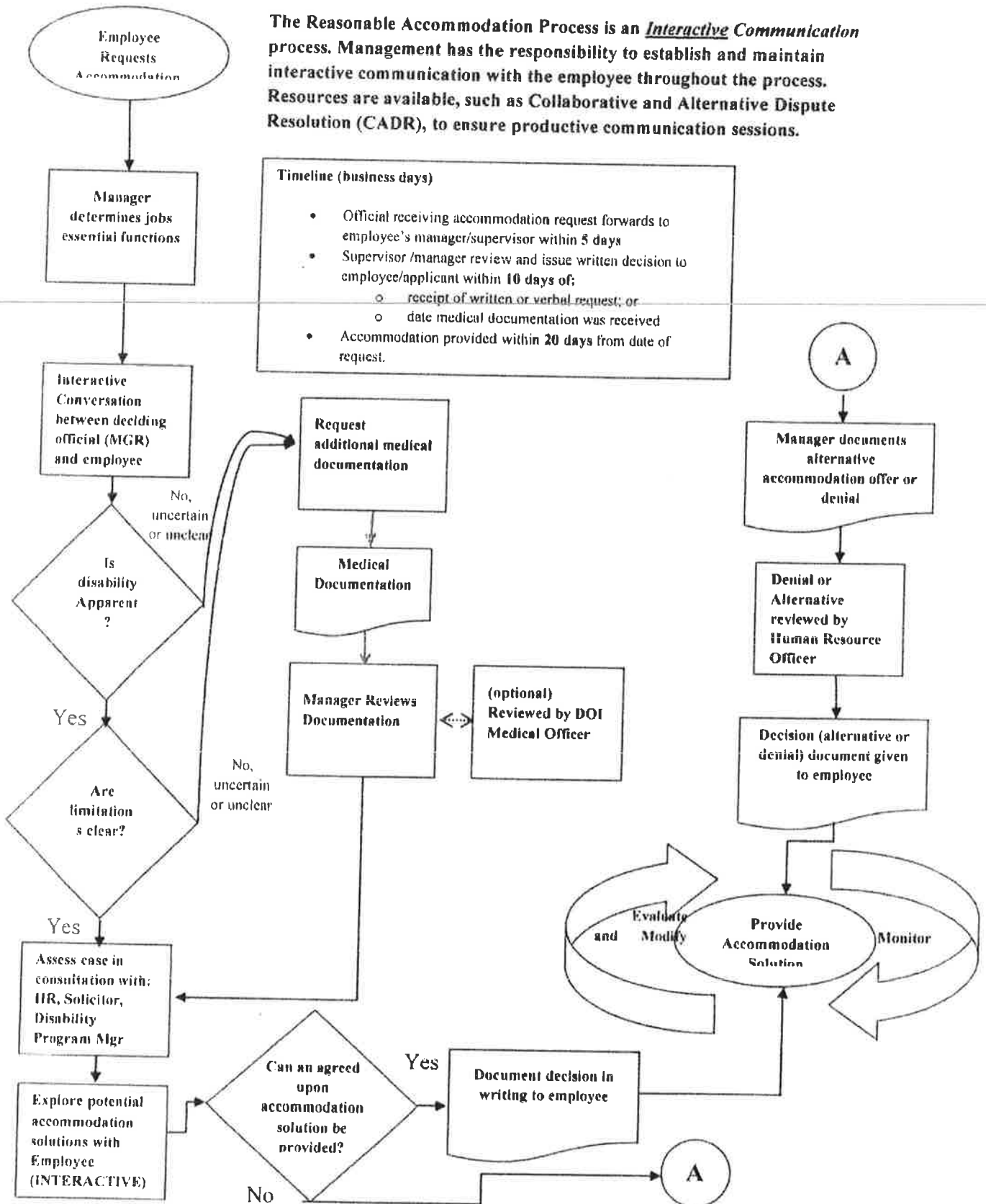
Date: _____

Phone Number: () _____

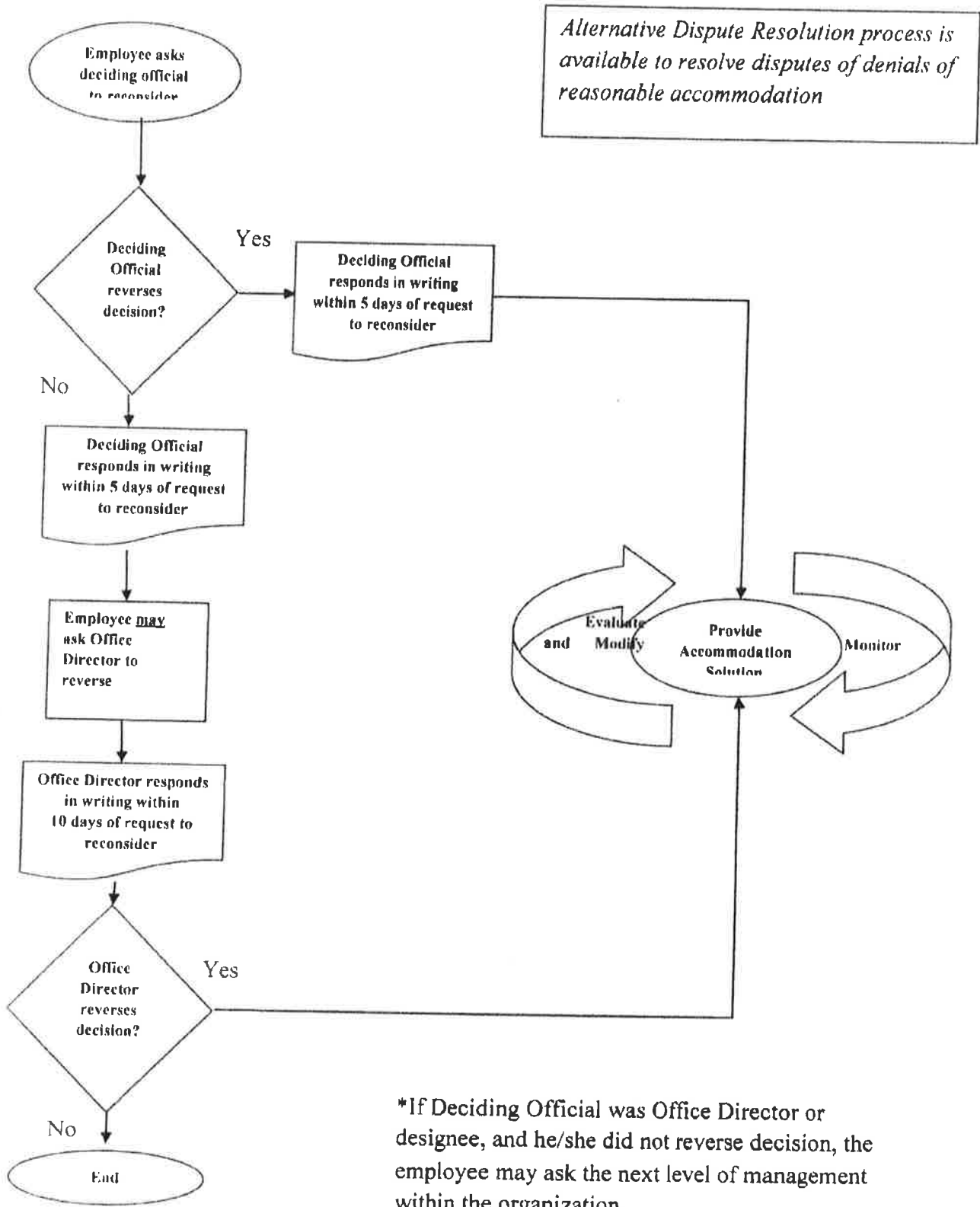
Attachment 4 Process Flow Chart

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

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

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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:

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- 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.

XXXXXXXXXXXX
Complainant/Appellant

Date:

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

Date:

XXXXXXXXXXXX
Agency Manager, Position,
Bureau/Office

Date:

XXXXXXXXXXXX, 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.

ATTACHMENT I

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.

ATTACHMENT I

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

ATTACHMENT I

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.

ATTACHMENT J

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

ATTACHMENT J

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) :

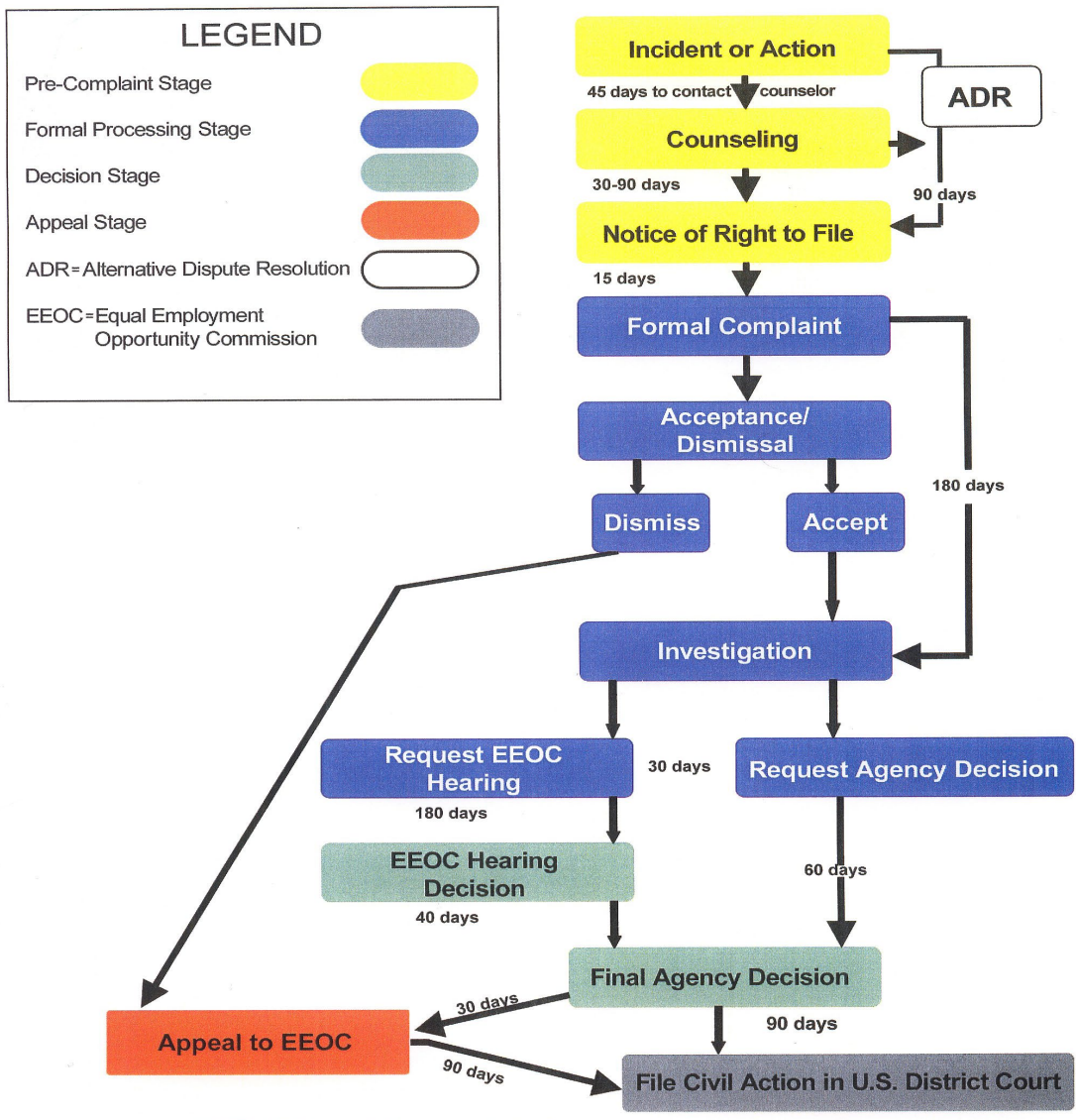
Resolution:

Yes – full

Yes – partial

No

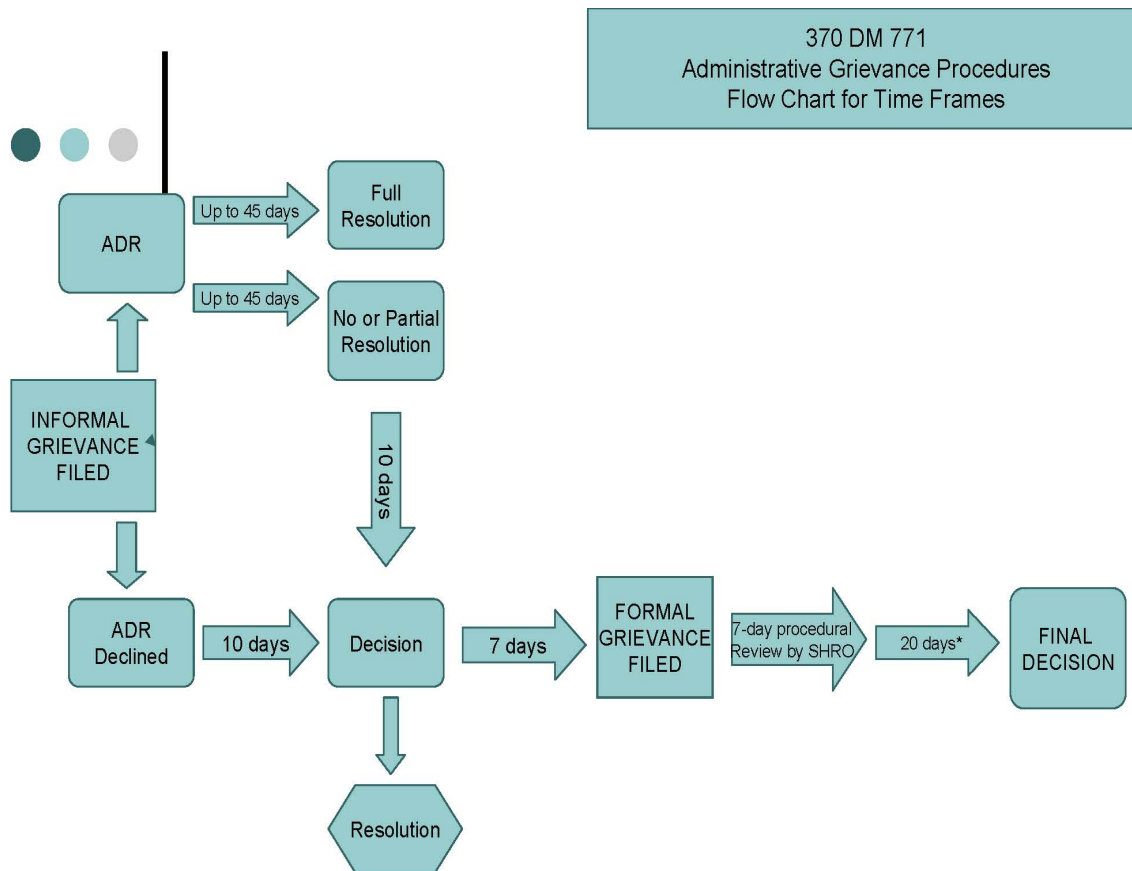
U.S. Department of the Interior OS/OCR
 Federal EEO Discrimination Complaint Process
 29 C.F.R. PART 1614



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.

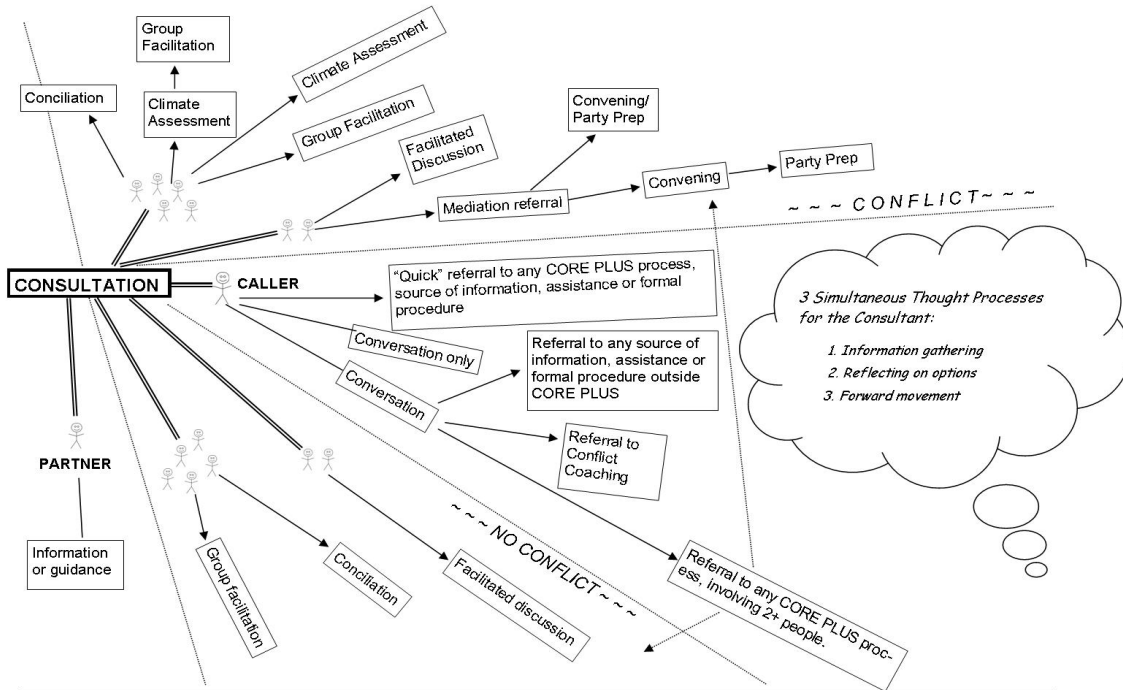
Ombuds role – currently in BLM only or through BPA vendors as a contractor, but CADR exploring design of ombuds component for CORE PLUS.

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

OFFICE OF THE SECRETARY
Washington, DC 20240

MAR 23 2018

PERSONNEL BULLETIN NO: 18-01

SUBJECT: Prevention and Elimination of Harassing Conduct

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

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

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

3. Authorities.

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

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

5. Policy.

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

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

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

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

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

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

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

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

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

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

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

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

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

- the supervisor of the employee engaging in the misconduct;
- another supervisor or other management official;
- the servicing Human Resources office; or
- the Office of the Inspector General (OIG).

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

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

Engaging in additional processes and services available to support employees who have experienced harassing conduct, such as consulting with a union representative to get advice, engaging in alternative dispute resolution procedures, consulting an ombuds/CORE PLUS

neutral¹, or contacting the employee assistance program, do ***not*** constitute a report under this policy. See Section 10 for additional information.

D. Management Duty to Act. Supervisors/managers who observe or are informed of allegations of harassing conduct must comply with the following requirements:

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

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

Appropriate corrective action, disciplinary or otherwise, up to and including removal, will be taken against any supervisor or other management official who fails to perform her or his obligations as set forth in this policy, including any failure to report known violations of this policy.

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

6. Responsibilities.

As noted in Section 4, Bureaus may issue implementing procedures to add additional responsibilities to each of the below roles and/or identify additional roles within their organizational structures in order to implement this policy.

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

A. Deputy Assistant Secretary for Human Capital & Diversity

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

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

B. Bureau Directors and Equivalent Office Heads

Bureau/Office Heads are responsible for:

1. Ensuring that supervisors/managers are appropriately rated on the critical element described in Section 6.A.2.
2. Ensuring that their organizations are in full compliance with requirements of this policy.
3. Monitoring the work environment following a report alleging a violation of this policy to ensure that there are no further violations or incidents of retaliation against any individual who has reported harassment or participated in the investigation.

C. Bureau and Equivalent Office Human Capital Officers (Bureau HCOs)

Bureau HCOs are responsible for:

1. Developing and providing periodic communications to all Bureau/Office employees on this policy and any Bureau/Office-specific requirements, and incorporating this policy into the Bureau/Office's supervisory training curriculum.
2. Resolving any disagreements involving investigations between management officials and consulting staff from servicing Human Resources Offices or the Office of the Solicitor regarding whether and what type of investigation is necessary.
3. Providing oversight, technical assistance, and support to Bureau/Office staff to ensure compliance with this policy.
4. Ensuring that the procedures in this policy are properly executed by monitoring inquiries and investigations of reported or otherwise discovered harassing conduct; providing guidance concerning the information to be gathered and methods to be used during

inquiries and investigations; and otherwise ensuring that the investigations are swift, thorough, impartial, and appropriate to the allegation.

5. Reviewing on a monthly basis the information contained in the system used by servicing Human Resources Offices to track harassing conduct allegations, as described in Section 8.B., and providing information to the Bureau/Office Director and the CHCO as requested.
6. Providing the record of actions taken under this policy to any office handling a parallel statutory or grievance claim, as referenced in Section 7.F.

D. Servicing Human Resources Offices (HROs)

Servicing HROs (normally the Employee Relations function in particular) are responsible for:

1. Receiving reports alleging violations of this policy and, as described in Section 7 of this policy, notifying and assisting the relevant management officials in handling allegations of harassing conduct and taking corrective action, as appropriate and necessary.
2. Tracking all reports made and actions taken pursuant to this policy in line with the Department's Office of Human Resources case tracking procedures, and reporting on them to the Bureau HCO.

E. Office of the Solicitor (SOL)

The Office of the Solicitor is responsible for advising and assisting the relevant management officials and servicing HROs in handling allegations of harassing conduct and taking corrective action, as appropriate and necessary. Within SOL, the Employment and Labor Law Unit (ELLU) is the initial point of contact for issues related to harassing conduct, and is responsible for providing Harassment Duty Attorney coverage on weekdays, 8:00 am – 7:00 pm Eastern time.

F. Supervisors and Management Officials

Supervisors and management officials must:

1. Make every effort to provide a work environment free of illegal harassment.
2. Ensure that their subordinates are aware of this policy and its requirements.
3. Act promptly and effectively to stop harassing conduct of which they are aware, and hold employees who have engaged in harassing conduct accountable.
4. Receive reports alleging violations of this policy and, as described in Section 7 of this policy, make or direct further inquiries into such reports and take corrective action, as appropriate and necessary.
5. Follow any additional procedures, handbooks, or guidelines issued by the Department or the Bureau/Office as related to this policy.

6. Notify appropriate officials in their chain of command of reported or observed conduct under this policy and of their efforts to correct the conduct.
7. Appropriately evaluate and hold accountable subordinate supervisors/managers of their performance under this policy.
8. Protect employees who report misconduct from retaliation.

G. All Employees

All Department employees **must**:

1. Refrain from engaging in harassing conduct.
2. Participate in any training required under this policy.
3. Cooperate fully in any inquiry or investigation.

All Department employees **are expected to**:

1. Understand their rights and responsibilities under this policy.
2. Report harassing conduct of which they are aware or witness in the work environment, as described in Section 5.C. of this policy.

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

7. Management Response to Reports of Harassing Conduct.

A. Documenting Report of Harassing Conduct. A supervisor, manager, or HR official who receives a report of, or otherwise becomes aware of, harassing conduct, must **within one business day**:

1. Document the allegation in writing (see Appendix A, Sample Intake Form).
2. Acknowledge receipt of the report to the reporting party.

B. Supervisor/Manager Immediate Actions

1. Determinations to be made

The supervisor/manager who receives a report of, or otherwise becomes aware of, harassing conduct involving subordinates must promptly contact the servicing HRO. In consultation with the servicing HRO, the supervisor/manager must determine:

- a. What conduct is at issue, whether it arguably could be considered harassing conduct, and whether it is potentially criminal in nature;
- b. Who may be involved; and

- c. Whether the reported activity poses a security risk and whether it is necessary to alert law enforcement (e.g., in instances where there is a threat of immediate physical harm).

If the report is made outside of the regular business hours of the servicing HRO, supervisors/managers should take action based on their best judgment to minimize any perceived risk of immediate harm and contact the servicing HRO as soon as normal business hours resume.

2. Conflicts of interest of senior-level officials

If an Assistant Secretary, Deputy Assistant Secretary, Bureau or equivalent Office Head, or similar high ranking official is implicated in the potentially harassing conduct, the CHCO will designate an appropriate management official to be responsible for making the preliminary determinations and directing any further investigation that is warranted.

3. Interim measures to ensure harassing conduct does not continue

Before directing a thorough investigation into the allegations of misconduct, a supervisor/manager must take any necessary interim steps to ensure that the potentially harassing conduct does not continue. The interim measures taken will depend on the severity of the conduct alleged. The two interim measures listed below are required in cases of serious misconduct, including, but not limited to, harassing conduct of a sexual nature, depending on the circumstances.

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

- a. Separation of the Allegedly Harassing Employee from the Alleged Victim

If the conduct is severe or pervasive, including, but not limited to, threatening behavior, touching, punching, or other egregious harassing behavior, the supervisor/manager should separate the employee alleged with harassing conduct from the alleged victim, at least until the matter otherwise can be resolved. Management should ***not*** move the employee who reported or otherwise was the alleged victim of harassing conduct. If the alleged victim, without having been asked or prompted, specifically requests such a move or transfer, management should inform the employee that she or he need not leave, and that instead the employee alleged to be responsible for the harassing conduct may be moved. Nonetheless, to the extent possible, management should honor the alleged victim's request. Appropriate steps to separate the alleged victim from the alleged harasser include, but are not limited to:

- assigning the alleged harasser to a telework status or a temporary detail;
- moving him or her to another office space, desk or floor; or

- requesting approval to place him or her on administrative or investigative leave.
- b. Issuing No Contact Instructions

Another interim measure that a supervisor/manager may take to help ensure that harassing conduct stops is to instruct the allegedly harassing employee to have no further contact or communications with the alleged victim.

C. Notifying Appropriate Officials of Report. In implementing this policy, Bureaus may identify additional roles or change which of the below roles accomplish the notifications required in this section.

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

1. Supervisors/managers who become aware of harassing conduct involving their subordinates must notify their own first-line supervisor or, if the conduct implicates the first-line supervisor, notify the second-line supervisor.
2. Supervisors/managers who become aware of harassing conduct involving employees outside of their chain of command must:
 - a. Notify the allegedly harassing employee's supervisor; and
 - b. Notify the alleged victim's supervisor, or, if the conduct implicates the supervisor or another manager, the Bureau HCO.
3. When a supervisor/manager has consulted with the servicing HRO regarding a report of alleged harassing conduct, the HR officer or assigned Employee Relations supervisor/specialist will:
 - a. Notify the Harassment Duty Attorney of the SOL/ELLU at SOL-Antiharass@sol.doi.gov; and
 - b. If applicable, notify the servicing HRO of the allegedly harassing employee.
4. When a report of alleged harassing conduct is made directly to the servicing HRO, the HR officer or assigned Employee Relations supervisor/specialist will:
 - a. Notify the SOL/ELLU Harassment Duty Attorney at SOL-Antiharass@sol.doi.gov; and
 - b. Notify and assist the next appropriate level of management above the allegedly harassing employee implicated in the report with immediately making the determinations described in Section 7.B. and taking any other necessary and appropriate action.

D. Conducting Further Investigation

1. Deciding whether further investigation is necessary

Within ***three business days*** of the receipt of the allegation, the supervisor/manager of the allegedly harassing employee, or other designated management official, must consult with SOL and the servicing HRO to determine whether and what type of further investigation is required (as described in Section 7.D.2), or if the preliminary inquiry is sufficient to determine whether corrective action is necessary. These decisions are fact-specific, and must be made on a case-by-case basis. Any disagreement between the responsible management official and the consulting offices will be directed to the Bureau HCO.

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

2. Deciding who will conduct the investigation

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

- a. OIG: Allegations of criminal activity, allegations implicating a member of the Senior Executive Service, or other senior or prominent management official, senior law enforcement official, or any OIG employee, and allegations tied to waste, fraud, or abuse of Department funds/programs or violations of Federal ethics regulations must be referred to OIG, which has the right of first refusal in conducting the investigation;²
- b. Bureau law enforcement internal affairs unit: Allegations involving law enforcement personnel of a Bureau's law enforcement entity must be referred to the entity's Office of Professional Responsibility or equivalent internal affairs unit;
- c. Third-party investigator³: Allegations of harassing conduct of a sexual nature.

All other allegations under this policy may be handled by a third-party investigator, employee relations specialist(s), supervisor/manager, or another employee trained to conduct investigations. The supervisor/manager of the allegedly harassing employee, or other designated management official, in consultation with the servicing HRO and SOL, will make the final decision about the investigation method based on the complexity and scope of the allegation(s) and the availability of qualified investigators.

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

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

3. Conducting the investigation

All investigations must be conducted swiftly, impartially, and in a manner appropriate to the allegation. All investigations handled by a Department supervisor/manager, servicing HRO, or third-party investigator must be conducted in accordance with the Department's Investigator Guide to Conducting Administrative Investigations.

E. Taking Corrective Action. If it is determined that misconduct occurred, corrective action is necessary.

1. To determine whether corrective action is necessary, the supervisor/manager of the employee alleged to have engaged in harassing conduct must consult with the servicing HRO and SOL to determine whether any disciplinary or other corrective action would be appropriate or if the allegation should be closed with no finding of misconduct.
2. If the decision is made that the allegation should be closed with no finding of misconduct, the supervisor/manager must write a memorandum detailing why no corrective action was warranted. This memorandum must be approved by the next higher level manager and be included in the case file maintained by the servicing HRO.
3. If facts uncovered during the investigation or inquiry demonstrate that misconduct occurred, the supervisor/manager ***must*** propose disciplinary or corrective action. If there is disagreement between the supervisor/manager and the consulting offices on whether corrective action is appropriate, the next higher level of management will make the decision.
4. The appropriate corrective action will depend on the severity and/or pervasiveness of the offense, the action that would be required to end such conduct, the offender's disciplinary/conduct history, and other surrounding circumstances. Corrective action may include counseling or any disciplinary action applicable to instances of misconduct, such as reprimand, suspension, demotion, or termination, in accordance with 370 DM 752, Discipline and Adverse Actions. Where evidence indicates that employees are not sure about what conduct is appropriate and permissible, appropriate training should be provided.
5. A supervisor/manager's failure to take appropriate disciplinary and/or corrective action will generally support a charge of negligent supervision and be an actionable charge. Appropriate corrective action, disciplinary or otherwise, up to and including removal will be taken against any supervisor or other management official who fails to perform her/his obligations as set forth in this policy, including any unreasonable failure to report known violations of this policy. In addition, managers will appropriately evaluate and hold accountable subordinate supervisors/managers for their performance under this policy using the required supervisory critical element.

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

If an employee pursues a claim of harassment through the EEO process, an MSPB appeal, or a negotiated/administrative grievance, the Department official who receives notice of such claim will promptly notify the appropriate responsible management official. The management official

has a duty to act promptly upon learning that harassing conduct has been alleged, must treat the notice as a report under this policy, and must follow the steps outlined in this section, unless inconsistent with applicable regulatory or statutory requirements. It is possible that multiple inquiries into a given complaint may proceed in parallel.

8. Maintaining Confidentiality and Keeping Records.

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

Upon inquiry from the alleged victim, the supervisor/manager must notify the alleged victim of the harassing conduct about the completion of the process to the extent permitted under the Privacy Act. The alleged victim may not be provided the outcome of any disciplinary action against the allegedly harassing employee and may not be provided a copy of the fact-finding report. The supervisor/manager must consult with servicing HRO specialist and SOL about this notification.

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

9. Distinction from Statutory and Grievance Claims.

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

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

B. For a negotiated grievance claim, file a grievance in accordance with the provisions of the applicable Collective Bargaining Agreement; or

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

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

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

10. Additional Resources.

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

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

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

11. Inquiries.

Any Department employee or employee representative seeking further information concerning this policy may contact the appropriate Bureau HCO. Servicing HROs may contact the

Department's Office of Human Resources, Workforce Relations Division concerning questions related to this policy.

12. Distribution.

This policy will be distributed to all employees upon issuance, and annually thereafter. It will also be distributed to all employees new to the Department as part of their orientation materials. This policy also will be made available to employees on the Equal Employment and Workplace Conduct website accessible at www.doi.gov/employees/anti-harassment, which also provides additional anti-harassment resources.



Edward T. Keable
Acting Deputy Assistant Secretary
Human Capital and Diversity
Chief Human Capital Officer

Appendix A: Sample Harassing Conduct Allegation Intake Form

This sample intake form can be used by any management official to record a report of harassing conduct. It can be used as a prompt during a conversation with an employee reporting harassing conduct, or as a way to document the conversation after the fact. Gathering as much information as possible immediately from the individual reporting the alleged harassing conduct will aid management in swiftly determining the best course of action. Bureaus/Offices may wish to develop and issue their own versions of this form.

Management Official Taking the Report

Name: _____ Title: _____
Organization: _____
Date Information Reported: _____ Time: _____

Individual Reporting Harassing Conduct

Name: _____ Title: _____
Organization: _____
Phone: _____ Job location: _____

Individuals Allegedly Engaging in Harassing Conduct (if known)

1. Name: _____ Title: _____
Organization: _____
Phone: _____ Job location: _____

2. Name: _____ Title: _____

Organization: _____

Phone: _____ Job location: _____

3. Name: _____ Title: _____

Organization: _____

Phone: _____ Job location: _____

Questions to Ask the Individual Reporting the Harassing Conduct

1. Date(s) of alleged incident(s)/action(s):

2. Please describe specifically the alleged harassing conduct, including the protected status on which you believe it was based [i.e., race, color, religion, sex (including pregnancy and gender identity), sexual orientation, national origin, age, disability, family medical history (including genetic information), status as a parent, marital status, or political affiliation]:

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

4. Was the harassing conduct directed at you or someone else? If someone else, to whom was it directed?

5. What was your reaction?

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

7. Did you speak to the person who engaged in harassing conduct to ask them to cease? If so, what was their response?

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

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

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

11. Have you previously complained about this or related acts of harassing conduct by the same individual(s) to a supervisor or manager? If so, please identify the individual(s) to whom you complained, the date(s) of the complaint(s), and the resolution(s), if any.

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

2022 Diversity and Inclusion Strategic Plan

Goal 1- Diversify the federal workforce through active engagement of leadership.

Strategic Goal Area: Agency leaders shall continue their efforts to attract, retain, and cultivate diverse leaders by frequently communicating, accounting for, and modeling inclusive diversity behaviors that attract and reflect the broad diversity of American society.

Agency Objective: To coordinate targeted recruitment and outreach efforts across Reclamation and local partnerships.

Strategic Activity: Engage in strategic partnerships with diverse post-secondary educational institutions, professional associations, and public, private and non-profit sectors. Continue to establish networks and relationships with educational institutions, faculty and underrepresented groups throughout Reclamation. Our human resources specialists will partner with managers, supervisors and diversity change agents in recruitment and outreach efforts and will continue to actively recruit at job fairs, participate in outreach meetings, college visits and Veteran's career fairs. Reclamation Diversity and Inclusion Specialists and Special Emphasis Program Managers will assist with the recruitment of RAI Interns helping to ensure the representation of diverse student populations.

Reclamation's summer Resource Assistant Internship (RAI) Program has been increasingly leveraged to attract diverse entry-level internship participants, therefore expanding opportunities for diversity in talent pipelines. The growth in summer 2022 is represented by participation of organizations across all Reclamation regions, versus one primary organization hiring out of Lakewood, CO in years past. In 2021, Reclamation hosted five projects for RAI intern participation whereas in 2022, a total of 13 projects will provide internship opportunities. Reclamation Growth is also represented by expanding non-profit partner participation with the RAI Program from using one or two partners, to using all five partners with existing master cooperative agreements. These partners include entities like Hispanic Access Foundation and Greening Youth Foundation that drive a mission to attract various diverse candidates. In FY2022, Reclamation's Civil Rights Division intends to hire a Diversity Outreach Program Manager, who will utilize data to identify key organizations with which to build recruitment relationships.

Benchmarks: Regional efforts will be assessed and inventoried by August 2022. Adjustments made in the coordinated plan by September 2022.

Goal 2 – Include and engage everyone in the workforce.

Strategic Goal Area: Intensify efforts to foster cultures that encourage employees to feel valued for their unique qualities and experience a sense of belonging, engagement, and connection to the mission of the agency.

Agency Objective: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

Strategic Activity: In FY22, Reclamation will continue to enhance the employee onboarding evaluation system, defining the metrics to evaluate new employee engagement and inclusion as well as continuously improve the New Employee Orientation program. Improvements will include painting a vivid, clear compelling picture of the culture as outlined by the Reclamation's

leadership and current policies and laws. Provide the best training and education possible within our means. Regular reviews and feedback about the effectiveness of all training programs will be analyzed for insight regarding the efficacy of our programs.

In FY2022, Reclamation's Civil Rights Division intends to hire an Inclusive Workplace Culture Strategist, to lead strategic planning on diversity inclusion, equity, and retention. Benchmarks: Target completion date – throughout FY 22.

Goal 3 - Optimize Inclusive Diversity Efforts Using Data-Driven Approaches.

Strategic Goal Area: Reclamation will strengthen efforts to create and foster diverse, high-performing workforces, utilizing data-driven approaches and optimizing policies, processes, and programs to drive inclusive diversity efforts and accomplish agencies' missions.

Strategic Activity: Expand external outreach to increase visibility and marketability of D&I programs across the Department.

Benchmarks: By monitoring demographic data, EEO can provide feedback to help adjust tactics. HR also requests Exit Surveys from departing employees, implemented throughout FY2022.

The Reclamation Diversity and Inclusion Council updated its name to the Reclamation Diversity, Equity, Inclusion, and Accessibility Council, to highlight its dedication to equity for all groups and accessibility for people with disabilities. The council has held regular and recurring meetings during FY 2021 and continues to do so in 2022.



— BUREAU OF —
RECLAMATION

Diversity, Equity, Inclusion, and Accessibility Implementation Plan

July 2022

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Strategic Objective 1: Outreach and Recruitment

Strategy 1.1: Increase outreach/awareness and support nondiscriminatory candidate review/selection.

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Utilize tools developed by the Department for (1) outreach and recruitment of targeted job opportunities, (2) candidate awareness of occupation requirements and resume development, and (3) nondiscriminatory candidate review and selection.	Human Resources	N/A	Determine whether Reclamation should engage in pilot of new DOI tools for outreach and recruitment, for candidate awareness of occupation requirements and resume development, and for nondiscriminatory candidate review and selection.	N/A	Begin utilizing tools developed by DOI for outreach and recruitment, for candidate awareness of occupation requirements and resume development, and for nondiscriminatory candidate review and selection.
2) Identify and build in-depth relationships with key outreach organizations.	Civil Rights	Analyze applicant flow and workforce data to determine which demographic groups should be targeted for outreach for major occupation groups.	Determine which academic institutions, veterans' groups, and professional organizations to target for underrepresented demographics in major occupation groups, considering geography for positions where remote work is not feasible.	Build in-depth relationships with identified organizations, to include development of MOUs and education about grant and fellowship opportunities. Provide guidance to regions on building local recruitment relationships.	Assess efficacy of newly created relationships using applicant data and feedback from recruitment sources and refine approach as needed.

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

<p>3) Expand use of direct hire authorities, including DHA-RAI, Schedule A for individuals with disabilities, and veteran-related hiring authorities to increase diversity of underrepresented groups by noncompetitively recruiting top talent from all segments of our nation.*</p>	<p>Human Resources</p>	<p>Continue growing use of DHA-RAI program by encouraging offices who are not familiar with the program to utilize it for summer FY2024, taking advantage of diverse recruitment partners.</p> <p>Increase education, awareness, and outreach regarding the DoD SkillBridge program.</p>	<p>Create and maintain an “Non-Competitive Applicant Supply File” storing available and interested candidates as a non-competitive resource when recruiting for positions.</p> <p>Develop an “Applicant Outreach” resource document that summarizes how to hire noncompetitively using the various noncompetitive authorities and associated tools.</p>	<p>Provide practical support to Reclamation offices who are utilizing DHA-RAI for the first time to assist with successful recruitment and onboarding of summer interns.</p>	<p>Procure “Youth Services Portal” to consolidate and modernize access to interested candidates from various noncompetitive hiring authorities.</p>
<p>4) Enhance diversity recruitment materials, including paper handouts, digital content, and K-12 STEM materials. *†</p>	<p>Civil Rights, Human Resources, Public Affairs</p>	<p>Inventory materials currently utilized by regions and Denver and Washington offices.</p>	<p>Share existing materials between regions and identify gaps in current content.</p>	<p>Begin developing new digital content and physical display material, showcasing Reclamation as a diverse and innovative agency focused on the complex challenge of Western water management</p>	<p>Update recruitment video.</p> <p>Begin updating recruitment materials on Reclamation internet site.</p>
<p>5) Develop K-12 STEM outreach materials and online “toolkit” for offices wishing to conduct local outreach.*†</p>	<p>Civil Rights, Public Affairs</p>	<p>Inventory materials currently utilized by regions and Denver and Washington offices.</p>	<p>Research best practices for K-12 youth outreach materials created by other bureaus/agencies.</p>	<p>Begin creating K-12 youth outreach portfolio.</p>	<p>Share materials as created via Reclamation intranet/SharePoint.</p>

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

Strategy 1.2: Remove barriers to participation, as identified and prioritized.

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Partner with DOI to update and refine existing applicant flow data.	Human Resources	Review bureau applicant flow data as visualized by DOI and assess which underrepresented groups are lessening in representation at what phase of candidacy.	Determine which discrepancies in analyzed data should be researched further with a full barrier analysis.	Begin barrier analyses as identified in previous quarter.	Improve upon consistent data collection methods and techniques to properly evaluate hiring practices. Implement regular/recurring scheduled reports established using USA Staffing's Cognos, to be stored on internal databased for data-driven hiring decisions.

Strategic Objective 2: Employees fully contribute to achieving DOI's missions, fostered by an inclusive and safe workplace culture.

Strategy 2.1: Expand and/or deploy programs to demonstrate organizational commitment to a culture of inclusivity.

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Develop leadership communications to demonstrate commitment to a culture of inclusivity, including equity and safe workplaces.	Civil Rights	Continue issuing monthly observance emails with an emphasis on commitment to DEIA.	Post 508-compliant videos of all Reclamation special emphasis observances to CRD intranet page, to include all opening remarks from Senior Leaders.	Create a "Commissioner's Message" video that demonstrates commitment to DEIA to include the anti-harassment program and	Host an all-employee webinar with Reclamation leaders describing their vision for future DEIA activities and answering questions about the DEIA program.

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

				emotionally safe workplaces.	
2) Communicate expectations for accountability to DEIA, including any Department-level plans to require DEIA performance elements for supervisors, and implement supervisory performance element once created by the Department.	Human Resources, Civil Rights	Begin updating language in the Reclamation Manual that integrates DEIA principles into Directives and Standards regarding hiring processes. Provide guidance to SES on possible accomplishments that can be listed under the DEIA performance element.	Begin implementing the DOI plan to include DEIA performance elements in all supervisory performance plans.	Determine a framework for measuring DEIA successes in relation to supervisory performance reviews.	Develop content for both new and recurring supervisor training regarding expectations and plans around DEIA performance elements.
3) Ensure continuous improvement of DEIA initiatives through regular employee feedback.	Civil Rights	Host Reclamation listening circles for underserved groups.	Analyze focus group data and draft recommendations. Encourage employees to participate in any equity surveys offered by DOI.	Determine whether a Reclamation-specific equity survey would add value and create survey if so.	Develop comprehensive framework for auditing programs and practices for equity considerations as part of internal control review process.
4) Develop Reclamation catalog of DEIA training, utilizing best practices as identified by the Department from other bureaus and offices, and measure incremental success of training practices.*	Civil Rights Human Resources	Inventory existing DEIA training across regions and at the Denver and Washington offices. Determine where content gaps exist.	Assess training from other bureaus which may be adopted by Reclamation. Assess DEIA training options available from contractors.	Outline comprehensive DEIA portfolio and begin developing content for priority items not already available from identified sources.	Begin developing an online “one stop shop” for all bureau developmental opportunities, including DEIA courses. Include a link to all DEIA related courses on the Reclamation CRD intranet site.

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

Strategy 2.2: Expand and/or build capacity to provide reasonable accommodations.

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Ensure Reclamation employees are aware of opportunities surrounding employee resource groups, including for employees with disabilities.	Civil Rights, Human Resources	Utilize communications to ensure Reclamation employees are aware of Department-level employee resource groups.	Create an intranet site with resources for creating Reclamation-specific employee resource groups or chapters of Department-level groups.	Utilize Reclamation disability employee resource group and/or special emphasis program managers to support implementation of DEIA training related to persons with disabilities.	Formalize relationship between Reclamation DEIA training and Reclamation employee resource/special emphasis groups for persons with disabilities.
2) Review and update reasonable accommodation policy and training materials.	Human Resources, Civil Rights	Continue to assess trends in reasonable accommodation EEO complaints, to include findings, settlements, and cases where no discrimination was found.	Create EEO update training based on recent complaint trends, with an emphasis on reasonable accommodation and retaliation.	Provide feedback to DOI on draft updated reasonable accommodation policy.	Begin implementation of DOI's updated reasonable accommodation policy and create strategy for ensuring all employees and management officials are trained on new policy.
3) Assess information technology and facilities against DOI multi-year plan to provide equitable access for people with disabilities.	Information Resource Office, Human Resources, Civil Rights	As requested, provide input to DOI regarding assessment of information technology and facilities against employee needs and requests for reasonable accommodation.	Stay apprised of information from DOI regarding assessment of information technology and facilities accessibility.	Stay apprised of information from DOI regarding assessment of information technology and facilities accessibility.	Begin assessing Reclamation information technology and facilities against employee needs and requests for reasonable accommodations to support equitable access.

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

Strategy 2.3: Remove barriers to participation, as identified and prioritized.

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Conduct barrier analysis regarding workplace inclusion.	Human Resources, Civil Rights	Analyze all available data from the DOI and Reclamation sources. Send a memorandum to all employees notifying them of how to update demographic information in Employee Express and explaining the benefits of doing so.	Determine where triggers exist in updated data for further review and analysis.	Analyze priority triggers to identify barriers and plan approaches to removing barriers.	Begin implementing plan to remove barriers to workplace inclusion and development.

Strategic Objective 3: Professional growth and advancement is fair, equitable, and accessible to all employees at all career levels.

Strategy 3.1: Expand and/or deploy programs to promote career mobility and variety.

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Partner with the Department to implement upcoming policy on mandatory Individual Development Plans (IDPs), adopt and train workforce on new policy requiring IDPs.	Human Resources	N/A	N/A	Begin implementation of new DOI policy requiring all employees to have an individual development plan.	Continue implementation of new DOI policy requiring all employees to have an individual development plan.

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

2) Educate workforce on use of DOI Career Connection for learning about detail opportunities and career progression.	Human Resources	Include link to DOI Career Connection on Reclamation Employee Development Newsletter and add information about website to new supervisor training.	Support DOI as needed/requested in efforts to educate workforce on use of DOI Career Connection website.	Continue support DOI as needed/requested in efforts to educate workforce on use of DOI Career Connection website.	Add DOI Career Connection link to Reclamation employee development intranet site.
3) Create occupational career training plans as part of a long-term strategic workforce development/succession planning program.†	Human Resources	Begin development of career path and occupational training plans.	Continue development of career path and occupational training plans.	Continue development of career path and occupational training plans.	Continue development of career path and occupational training plans.

Strategy 3.2: Remove barriers to participation, as identified and prioritized.

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Update learning content for alignment with DEIA principles, as required by EO 13988.	Human Resources, Civil Rights	Begin consultation between Civil Rights and Learning Officer regarding how to align learning content to DEIA principles.	Continue identification and updating of learning content that is not compliant with equity principles.	Continue identification and updating of learning content that is not compliant with equity principles.	Continue identification and updating of learning content that is not compliant with equity principles.
2) Conduct barrier analysis regarding development opportunities, promotion, and awards.	Human Resources, Civil Rights	Collect and aggregate available data regarding FY22 career development opportunities, promotions, and awards.	Identify discrepancies in data for further inquiry (e.g. barriers related to inclusion, pay, and awards).	Begin root cause analyses of identified discrepancies.	Continue root cause analysis of identified discrepancies.

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

Strategy on Safe Workplaces

Action	Owner	Quarterly Activities			
		FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3
1) Train workforce on anti-harassment program, utilizing the Department's new anti-harassment training content.	Human Resources	N/A	Ensure Reclamation HR and EEO staff are familiar and comfortable with any new DOI-created anti-harassment training content.	Incorporate updated anti-harassment training into New Employee Orientation and new and recurring supervisory training. Create a training plan to ensure all existing staff are trained on any new anti-harassment content required by DOI.	Continue teaching updated anti-harassment training in New Employee Orientation and new and recurring supervisory training.
2) Train workforce on new DOI Sexual Orientation and Gender Identity policy that prohibits discrimination based on transgender status, gender identity, or gender expression. Ensure leadership support of new policy is communicated.	Civil Rights	N/A	Ensure Reclamation HR and EEO staff are familiar and comfortable with any new DOI-created sexual orientation/gender identity training content.	Incorporate updated sexual orientation/gender identity training into New Employee Orientation and new and recurring supervisory training. Create a training plan to ensure all existing staff are trained on any new sexual orientation/gender identity content required by DOI.	Continue teaching updated sexual orientation/gender identity training in New Employee Orientation and new and recurring supervisory training.

*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

<p>3) Train workforce on new religious accommodation policy once issued by the Department. Ensure leadership support of new policy is communicated.</p>	<p>Human Resources, Civil Rights</p>	<p>N/A</p>	<p>Ensure Reclamation HR and EEO staff are familiar and comfortable with any new DOI-created religious accommodation training content.</p>	<p>Incorporate updated religious accommodation training into New Employee Orientation and new and recurring supervisory training.</p> <p>Create a training plan to ensure all existing staff are trained on any new religious content required by DOI.</p>	<p>Continue teaching updated religious accommodation training in New Employee Orientation and new and recurring supervisory training.</p>
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*Item is unique to Reclamation Implementation Plan and is not listed in DOI DEIA Strategic Plan.

†Item is conditional upon additional staffing/funding.

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification

1. Agency		2. FY	
3. POC Name		4. Phone	
5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)			
6. OPM DVAAP Manager Official Use Only: Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?			
Yes	Somewhat	No	

7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)

8. Total # Employees		9. # Of Veterans		10. # Of Disabled Veterans		11. # Of 30% Or More Disabled Veterans	
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12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes	Somewhat	No	
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13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

--

14. OPM DVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?

Yes	Somewhat	No	
-----	----------	----	--

15. OPM DVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?

Yes	Somewhat	No	
-----	----------	----	--

16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

Empty response area for item 16.

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?

Yes	Somewhat	No	
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18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?

Yes	Somewhat	No	Not Needed	
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19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

20. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes	Somewhat	No	Not Applicable	
-----	----------	----	----------------	--

21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)

Yes

Somewhat

No

**23. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Plan Certification

The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered	From		To		
25. Agency Name					
26. DVAAP POC's Name					
27. Title					
28. Telephone Number		29. Email			
30. Date Plan Last Amended		31. Date Effective			
32. DVAAP Certifying Official's Name					
33. Title					
34. Telephone Number		35. Email			
36. DVAAP Certifying Official Signature				37. Date	

Agency Disabled Veterans Affirmative Action Program Plan and Certification 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 are planning to do for the next Fiscal Year in accordance with the minimal requirements of the plan content from Title 5 CFR Part 720 Subpart C, which is provided on this form.
3. Collection of plan data requires a completed plan data element that has been recorded to be used throughout the Fiscal Year. Plans 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 Plan and Certification Information

1. **Agency** – Provide the name of the agency.
2. **FY** – Provide the Fiscal Year of which the plan will be covered under. If the plan is covering more than one year capture it in the form field, as seen on the following example: 2020-2023.
3. **POC Name** – Provide the name of the point of contact.
4. **Phone** – Provide the phone number of point of contact.
5. **A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled** – Provide a statement of the agency's policy in regards to the employment and advancement of 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. **Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a policy in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled.
7. **An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled -** Provide an assessment of the current status within the agency of the total amount of employees, veterans, disabled veterans and emphasizing those veterans who are 30 percent or more disabled. You may attach supporting graphs, charts, and addendums if the information provided pertains to the requirement.
8. **# of Employees** – Provide the total number of employees within the agency.
9. **# of Veterans** – Provide the total number of veterans within the agency.
10. **# of Disabled Veterans** - Provide the total number of disabled veterans within the agency.

11. **# of 30% or More Disabled Veterans** – Provide the total number of 30% or more disabled veterans within the agency.
12. **Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled.
13. **A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled** – Provide a description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
14. **Did your agency provide a description of recruiting methods that they will use to seek out disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of recruiting methods that they will use to seek out disabled veterans.
15. **Did your agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided special steps that would be taken to recruit 30 percent or more disabled veterans.
16. **A description of how the agency will provide or improve internal advancement opportunities for disabled veterans** – Provide a description of how the agency will provide or improve internal advancement opportunities for disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement.
17. **Did your agency provide a description of how they will provide internal advancement opportunities for disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of how they will provide internal advancement opportunities for disabled veterans.
18. **If needed, is there a plan of how your agency will improve internal advancement opportunities for disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat”, “No”, or “Not Needed” to indicate if agency provided a description of how they will improve internal advancement opportunities for disabled veterans.
19. **A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans** – Provide a description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement. For agencies that do not have operating components or field installations, state in the form field N/A.

- 20. Did your agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat”, “No”, or “Not Applicable” to indicate if agency provided a description on how they will inform their operating components and field installations on a regular basis, on responsibilities such as the employment and advancement of disabled veterans. Not Applicable for agencies that do not have operating components or field installations.
- 21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan** – Provide a description of how the agency will monitor, review, and evaluate its planned efforts, if applicable, including implementation at operating component and field installation levels during the period covered by the plan. You may attach supporting addendums if the information provided pertains to the requirement.
- 22. Did your agency provide a description on how they will monitor, review and evaluate its planned efforts?** OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provides a description on how they will monitor, review and evaluate its planned efforts.
- 23. 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.
- 24. Dates of the Period of Time the Plan is Covered** – Provide the start date of the plan and the end date of the plan.
- 25. Agency Name** – Provide the name of the agency.
- 26. DVAAP POC’s Name** – Provide the DVAAP point of contact’s name.
- 27. Title** – Provide the title of the point of contact.
- 28. Telephone Number** – Provide the phone number of the point of contact.
- 29. Email** – Provide the email of the point of contact.
- 30. Date Plan Last Amended** – Provide the date of when the plan was last amended.
- 31. Date Effective** – Provide the date when the plan is effective.
- 32. DVAAP Certifying Official’s Name** – Provide the DVAAP Certifying Official’s name.
- 33. Title** – Provide the title of the DVAAP Certifying Official.
- 34. Telephone Number** – Provide the phone number of the DVAAP Certifying Official.
- 35. Email** – Provide the email of the DVAAP Certifying Official.
- 36. DVAAP Certifying Official Signature** – DVAAP Certifying Official must provide an electronic signature or print out the page and hand sign the plan certification.
- 37. Date** – Provide the date that plan was signed.

Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report

1. Agency		2. FY	
3. POC Name		4. Phone	
5. Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)			
6. OPM DVAAP Manager Official Use Only: Is there an explanation of the recruitment and employment methods they have used?			
Yes	Somewhat	No	

ADDENDUM TO NO. 5 - Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled.

South Middle School (in-person) 3/2022 Reclamation; spoke to 6th-8th grade students on Federal employment opportunities and how to apply to positions in USAJOBS. The internship program was also reviewed, and how they could apply while in high school.

Cassia School District Career Fair (in-person) 4/2022 Reclamation spoke to High School students from the Burley, Cassia, Decol, Oakley, and Raft River High Schools about Federal employment and the employment possibilities at BOR/CPN. Also reviewed the application process using USAJOBS

Shoshone-Paiute Career Fair (in-person) 5/2022 Reclamation spoke to members from the tribes about Federal employment and the current vacancies at reclamation. Also reviewed the application process using USAJOBS

Construction Management Career Fair at Boise State University (in-person) 9/2022 Reclamation spoke with over 200 students attended with 35-40 students strongly interested in BOR and the opportunities BOR provides. Over 30 students were provided information about USAJOBS and internship opportunities. Two resumes were collected that fell into the Veteran-specific hiring authority.

National Guard Job Fair (in-person) 6/2022 Reclamation spoke to approximately 40 National Guard members, veterans and their spouses, which may have been eligible to appointments to open positions using special hiring authorities. We were able to collect several resumes.

Mountain Home Air Base Career Fair (in-person) 9/2022 Reclamation; spoke to approximately 40 military members, family members, and other associated personnel from a variety of career fields, educational backgrounds and employment eligibility. Information was provided on applying to Federal employment, BOR opportunities, and Skillbridge opportunities. From this fair, Reclamation is currently working on bringing on one of those interested in the Skillbridge program as a Construction Control Rep.

Partnered with the Nevada Job Connect Veterans Employment Representatives.

Participated at southwestern military career fairs at Army, Navy, Air Force, Marine bases and local VA hospitals. Contacts with Veteran's was limited in FY-22 due to COVID-19 travel and indoor meeting restrictions.

Reclamation participated in the White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities U.S. Department of Education, 09/2022. Reclamation along with several other DOI bureaus participated in the in-person event as well as the virtual career fair. 2000 people attended the in-person event and 1500 people attended the virtual event. Reclamation led the virtual event. White House Initiative On Advancing Educational Equity, Excellence, And Economic Opportunity Through Historically Black Colleges and Universities to Host 2022 National HBCU Conference | U.S. Department of Education.

**7. Methods used to provide or improve internal advancement opportunities for disabled veterans
(Attach supporting addendums if needed)**

8. OPM DVAAP Manager Official Use Only: Does agency explain the career advancement methods they have used?

Yes	Somewhat	No	
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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)

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	
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**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)**

12. OPM DVAAP Manager Official Use Only: Does agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges?

Yes

Somewhat

No

**13. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

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: 2022.
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.

Federal Employee Viewpoint Survey Results

Empowering employees. Inspiring change.

**2nd Level
Subagency
Comparison
Report**



**Department of the Interior
BUREAU OF RECLAMATION**

Department of the Interior
BUREAU OF RECLAMATION
2nd Level Subagency Comparison Report

This 2022 OPM Federal Employee Viewpoint Survey Report provides summary results for the core OPM FEVS, telework, and demographic items for your subagencies, including comparisons to your department or agency.

Response Summary

Organizations	Surveys Completed	Response Rate
Governmentwide	557,778	35.3%
Department of the Interior	27,014	46.8%
BUREAU OF RECLAMATION	2,360	47.9%
DENVER	521	53.9%
GREAT PLAINS REGION	308	56.4%
LOWER COLORADO REGION	307	41.9%
MID PACIFIC REGION	408	49.6%
PACIFIC NORTHWEST REGIO	461	42.4%
UPPER COLORADO REGION	327	45.2%
WASHINGTON DC	28	54.9%

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 *Always* and *Most of the time* or *Very Good* and *Good* or *Very Satisfied* and *Satisfied*

Neutral: *Neither Agree nor Disagree* or *Sometimes* or *Fair* or *Neither Satisfied nor Dissatisfied*

Negative: *Disagree* and *Strongly Disagree* or *Rarely* and *Never* or *Poor* and *Very Poor* or *Dissatisfied* and *Very Dissatisfied*

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*, *There have been no recent hires in my work unit*, *I do not have any accessibility needs*, where applicable, is listed separately.

Two items on the OPM FEVS (Q12 and Q34) are negatively worded, so percent positive scores include *Strongly Disagree* or *Disagree* responses and percent negative scores include *Strongly Agree* or *Agree* responses.

Note: Response rates are not displayed in the Response Summary table when there are fewer than 10 completed surveys. The report tables that follow do not include results for any subagency that had fewer than 10 completed surveys.

My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	554,191	68.0%	15.3%	16.6%
Department of the Interior	26,852	72.3%	14.3%	13.4%
BUREAU OF RECLAMATION	2,349	76.9%	12.2%	10.9%
DENVER	519	82.4%	8.6%	9.0%
GREAT PLAINS REGION	306	77.4%	12.3%	10.3%
LOWER COLORADO REGION	305	73.8%	14.1%	12.1%
MID PACIFIC REGION	405	75.7%	12.7%	11.6%
PACIFIC NORTHWEST REGIO	460	72.8%	14.7%	12.5%
UPPER COLORADO REGION	326	78.3%	11.7%	10.1%
WASHINGTON DC	28	76.6%	10.8%	12.6%

2. I feel encouraged to come up with new and better ways of doing things.

Organizations	N	Positive	Neutral	Negative
Governmentwide	548,783	63.8%	16.2%	20.0%
Department of the Interior	26,567	69.2%	15.1%	15.6%
BUREAU OF RECLAMATION	2,320	72.9%	13.3%	13.8%
DENVER	515	76.4%	12.0%	11.5%
GREAT PLAINS REGION	300	71.2%	11.9%	16.9%
LOWER COLORADO REGION	303	71.0%	16.1%	12.9%
MID PACIFIC REGION	398	73.7%	11.8%	14.5%
PACIFIC NORTHWEST REGIO	455	69.4%	15.9%	14.7%
UPPER COLORADO REGION	322	74.7%	11.6%	13.6%
WASHINGTON DC	27	70.8%	16.0%	13.2%

3. My work gives me a feeling of personal accomplishment.

Organizations	N	Positive	Neutral	Negative
Governmentwide	548,810	71.3%	14.6%	14.1%
Department of the Interior	26,622	75.1%	14.0%	10.9%
BUREAU OF RECLAMATION	2,328	78.5%	12.0%	9.5%
DENVER	516	79.6%	11.4%	9.0%
GREAT PLAINS REGION	304	77.5%	12.7%	9.8%
LOWER COLORADO REGION	304	80.2%	9.9%	9.9%
MID PACIFIC REGION	402	77.4%	11.5%	11.1%
PACIFIC NORTHWEST REGIO	450	76.4%	14.3%	9.2%
UPPER COLORADO REGION	324	80.0%	12.7%	7.3%
WASHINGTON DC	28	82.9%	0.0%	17.1%

My Work Experience (continued)

4. I know what is expected of me on the job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	548,738	81.3%	10.1%	8.5%
Department of the Interior	26,577	79.9%	11.4%	8.7%
BUREAU OF RECLAMATION	2,322	83.7%	9.7%	6.6%
DENVER	512	85.2%	8.5%	6.3%
GREAT PLAINS REGION	300	86.7%	7.3%	6.0%
LOWER COLORADO REGION	304	84.2%	10.5%	5.3%
MID PACIFIC REGION	402	80.7%	11.4%	7.9%
PACIFIC NORTHWEST REGIO	459	81.0%	11.3%	7.6%
UPPER COLORADO REGION	317	85.8%	8.7%	5.6%
WASHINGTON DC	28	85.6%	5.9%	8.6%

5. My workload is reasonable.

Organizations	N	Positive	Neutral	Negative
Governmentwide	553,302	61.4%	14.7%	23.8%
Department of the Interior	26,801	53.7%	16.2%	30.1%
BUREAU OF RECLAMATION	2,342	62.9%	14.7%	22.5%
DENVER	518	55.4%	14.5%	30.1%
GREAT PLAINS REGION	304	61.2%	14.9%	23.9%
LOWER COLORADO REGION	304	69.3%	14.6%	16.1%
MID PACIFIC REGION	406	61.0%	15.5%	23.5%
PACIFIC NORTHWEST REGIO	456	63.8%	14.5%	21.7%
UPPER COLORADO REGION	326	70.7%	13.8%	15.4%
WASHINGTON DC	28	66.7%	15.0%	18.2%

6. My talents are used well in the workplace.

Organizations	N	Positive	Neutral	Negative
Governmentwide	546,839	62.7%	16.7%	20.5%
Department of the Interior	26,525	65.1%	17.2%	17.7%
BUREAU OF RECLAMATION	2,323	70.2%	15.2%	14.5%
DENVER	514	74.4%	12.1%	13.5%
GREAT PLAINS REGION	306	66.5%	18.6%	14.9%
LOWER COLORADO REGION	303	66.7%	14.3%	18.9%
MID PACIFIC REGION	400	70.3%	15.6%	14.1%
PACIFIC NORTHWEST REGIO	453	67.8%	18.2%	14.0%
UPPER COLORADO REGION	319	73.3%	13.6%	13.1%
WASHINGTON DC	28	74.5%	12.4%	13.1%

My Work Experience (continued)

7. I know how my work relates to the agency's goals.

Organizations	N	Positive	Neutral	Negative
Governmentwide	552,613	84.2%	9.3%	6.4%
Department of the Interior	26,801	84.8%	9.5%	5.7%
BUREAU OF RECLAMATION	2,340	88.8%	6.9%	4.3%
DENVER	516	88.1%	7.8%	4.2%
GREAT PLAINS REGION	305	90.1%	6.6%	3.3%
LOWER COLORADO REGION	306	89.2%	6.4%	4.3%
MID PACIFIC REGION	404	89.2%	5.8%	5.0%
PACIFIC NORTHWEST REGIO	459	87.1%	8.4%	4.5%
UPPER COLORADO REGION	322	90.4%	5.9%	3.7%
WASHINGTON DC	28	86.9%	0.0%	13.1%

8. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,120	70.0%	14.3%	15.7%	23,426
Department of the Interior	25,931	69.2%	14.3%	16.5%	1,036
BUREAU OF RECLAMATION	2,260	72.9%	12.8%	14.3%	97
DENVER	497	78.2%	10.3%	11.6%	24
GREAT PLAINS REGION	293	70.4%	15.8%	13.7%	14
LOWER COLORADO REGION	293	71.7%	10.8%	17.6%	14
MID PACIFIC REGION	388	69.9%	12.5%	17.6%	19
PACIFIC NORTHWEST REGIO	447	71.5%	13.0%	15.5%	13
UPPER COLORADO REGION	315	73.6%	16.0%	10.4%	12
WASHINGTON DC	27	79.8%	11.3%	8.9%	1

9. I have enough information to do my job well.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,708	74.4%	14.0%	11.6%
Department of the Interior	26,973	73.8%	14.9%	11.3%
BUREAU OF RECLAMATION	2,359	76.8%	13.6%	9.6%
DENVER	521	78.6%	13.2%	8.1%
GREAT PLAINS REGION	308	76.2%	12.7%	11.1%
LOWER COLORADO REGION	307	81.6%	12.7%	5.8%
MID PACIFIC REGION	407	74.0%	12.0%	14.0%
PACIFIC NORTHWEST REGIO	461	72.5%	17.1%	10.5%
UPPER COLORADO REGION	327	79.0%	13.5%	7.4%
WASHINGTON DC	28	84.5%	11.0%	4.5%

My Work Experience (continued)

10. I receive the training I need to do my job well.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,658	64.7%	18.9%	16.4%
Department of the Interior	26,972	65.4%	19.7%	14.9%
BUREAU OF RECLAMATION	2,358	69.9%	18.4%	11.8%
DENVER	521	78.4%	13.4%	8.2%
GREAT PLAINS REGION	308	68.3%	17.1%	14.6%
LOWER COLORADO REGION	307	68.5%	21.4%	10.1%
MID PACIFIC REGION	407	64.5%	19.5%	16.0%
PACIFIC NORTHWEST REGIO	461	64.6%	22.8%	12.7%
UPPER COLORADO REGION	326	72.1%	17.2%	10.7%
WASHINGTON DC	28	85.1%	14.9%	0.0%

11. I am held accountable for the quality of work I produce.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,225	87.3%	8.3%	4.4%
Department of the Interior	26,946	86.4%	9.6%	4.0%
BUREAU OF RECLAMATION	2,354	88.1%	7.9%	4.0%
DENVER	521	90.0%	7.3%	2.7%
GREAT PLAINS REGION	305	85.9%	9.2%	4.8%
LOWER COLORADO REGION	307	87.7%	7.1%	5.2%
MID PACIFIC REGION	407	89.4%	7.6%	3.0%
PACIFIC NORTHWEST REGIO	460	84.4%	9.6%	6.1%
UPPER COLORADO REGION	326	90.2%	7.0%	2.9%
WASHINGTON DC	28	100.0%	0.0%	0.0%

12. Continually changing work priorities make it hard for me to produce high quality work.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	544,589	32.7%	25.8%	41.4%	12,053
Department of the Interior	26,483	28.9%	27.1%	43.9%	485
BUREAU OF RECLAMATION	2,309	35.9%	27.9%	36.2%	47
DENVER	511	35.7%	26.0%	38.3%	10
GREAT PLAINS REGION	303	38.0%	28.4%	33.6%	4
LOWER COLORADO REGION	296	35.9%	23.0%	41.0%	11
MID PACIFIC REGION	400	31.9%	29.5%	38.6%	7
PACIFIC NORTHWEST REGIO	450	32.7%	32.5%	34.8%	10
UPPER COLORADO REGION	321	42.9%	27.2%	29.9%	5
WASHINGTON DC	28	42.0%	21.4%	36.6%	0

Note: This item is negatively worded, so percent positive scores include "Strongly Disagree" or "Disagree" responses and percent negative scores include "Strongly Agree" or "Agree" responses. Percent positive scores mean that continually changing work priorities do not make it hard for employees to produce high quality work.

My Work Experience (continued)

13. I have a clear idea of how well I am doing my job.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,628	74.4%	15.0%	10.6%
Department of the Interior	26,971	74.0%	16.2%	9.8%
BUREAU OF RECLAMATION	2,355	79.7%	12.6%	7.7%
DENVER	520	80.6%	11.2%	8.3%
GREAT PLAINS REGION	307	77.4%	15.5%	7.1%
LOWER COLORADO REGION	307	81.6%	10.7%	7.6%
MID PACIFIC REGION	407	77.4%	13.1%	9.5%
PACIFIC NORTHWEST REGIO	460	79.3%	13.3%	7.4%
UPPER COLORADO REGION	326	81.7%	12.0%	6.4%
WASHINGTON DC	28	85.7%	14.3%	0.0%

My Work Unit

14. The people I work with cooperate to get the job done.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,436	80.3%	10.3%	9.4%
Department of the Interior	26,964	81.0%	10.1%	8.9%
BUREAU OF RECLAMATION	2,355	84.3%	8.3%	7.4%
DENVER	520	87.5%	5.8%	6.7%
GREAT PLAINS REGION	307	83.9%	9.8%	6.3%
LOWER COLORADO REGION	306	85.0%	8.4%	6.6%
MID PACIFIC REGION	408	80.3%	8.5%	11.3%
PACIFIC NORTHWEST REGIO	460	84.8%	8.5%	6.7%
UPPER COLORADO REGION	326	83.9%	9.5%	6.6%
WASHINGTON DC	28	80.2%	12.2%	7.6%

My Work Unit (continued)

15. In my work unit poor performers usually (select all that apply):

Organizations	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	556,385	16.1%	42.2%	10.1%	6.3%	19.5%	20.8%
Department of the Interior	26,971	13.9%	38.5%	8.2%	6.6%	24.9%	20.2%
BUREAU OF RECLAMATION	2,355	14.9%	35.5%	9.5%	6.8%	25.6%	20.7%
DENVER	520	16.7%	33.9%	12.7%	8.6%	21.0%	24.1%
GREAT PLAINS REGION	307	14.0%	38.7%	7.2%	7.7%	24.2%	18.5%
LOWER COLORADO REGION	307	17.8%	34.0%	9.6%	3.0%	27.2%	19.7%
MID PACIFIC REGION	408	16.4%	35.1%	5.7%	7.9%	25.3%	23.1%
PACIFIC NORTHWEST REGIO	459	10.6%	37.4%	10.9%	5.9%	28.7%	18.1%
UPPER COLORADO REGION	326	13.8%	34.6%	10.6%	6.3%	28.4%	18.5%
WASHINGTON DC	28	23.2%	31.3%	0.0%	8.6%	26.5%	26.4%

Note: Percents will add to more than 100% because respondents could choose more than one response option.

16. In my work unit, differences in performance are recognized in a meaningful way.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	491,186	41.8%	27.2%	31.0%	65,222
Department of the Interior	23,482	41.1%	29.7%	29.2%	3,472
BUREAU OF RECLAMATION	2,043	48.9%	27.4%	23.7%	312
DENVER	452	47.1%	30.0%	22.9%	67
GREAT PLAINS REGION	274	48.1%	25.7%	26.2%	33
LOWER COLORADO REGION	258	48.9%	23.2%	27.9%	49
MID PACIFIC REGION	358	52.2%	25.3%	22.6%	49
PACIFIC NORTHWEST REGIO	396	46.4%	28.2%	25.4%	65
UPPER COLORADO REGION	280	51.5%	30.4%	18.0%	46
WASHINGTON DC	25	53.6%	30.1%	16.4%	3

My Work Unit (continued)

17. Employees in my work unit share job knowledge.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	553,111	79.9%	10.7%	9.4%	3,620
Department of the Interior	26,809	80.1%	10.6%	9.3%	172
BUREAU OF RECLAMATION	2,341	82.0%	9.4%	8.5%	15
DENVER	514	85.4%	6.7%	7.9%	6
GREAT PLAINS REGION	308	80.6%	9.3%	10.2%	0
LOWER COLORADO REGION	303	84.1%	9.5%	6.4%	3
MID PACIFIC REGION	403	78.7%	10.2%	11.1%	4
PACIFIC NORTHWEST REGIO	460	82.8%	10.4%	6.8%	1
UPPER COLORADO REGION	326	80.4%	10.1%	9.5%	0
WASHINGTON DC	27	70.4%	26.3%	3.3%	1

18. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	550,104	78.7%	12.5%	8.9%	6,813
Department of the Interior	26,693	79.7%	11.9%	8.4%	288
BUREAU OF RECLAMATION	2,339	83.7%	10.1%	6.3%	18
DENVER	517	87.1%	7.4%	5.5%	4
GREAT PLAINS REGION	307	81.3%	11.9%	6.8%	0
LOWER COLORADO REGION	303	85.8%	9.0%	5.2%	4
MID PACIFIC REGION	402	78.1%	13.9%	8.0%	5
PACIFIC NORTHWEST REGIO	456	82.8%	9.9%	7.3%	5
UPPER COLORADO REGION	326	86.2%	8.7%	5.0%	0
WASHINGTON DC	28	88.3%	11.7%	0.0%	0

19. Employees in my work unit meet the needs of our customers.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	523,895	87.3%	10.6%	2.2%	27,814
Department of the Interior	25,603	86.3%	11.4%	2.2%	1,081
BUREAU OF RECLAMATION	2,260	91.0%	7.7%	1.2%	75
DENVER	500	92.9%	6.2%	0.8%	16
GREAT PLAINS REGION	294	89.4%	9.4%	1.1%	11
LOWER COLORADO REGION	289	92.3%	5.9%	1.8%	14
MID PACIFIC REGION	389	88.3%	10.4%	1.2%	15
PACIFIC NORTHWEST REGIO	446	90.3%	8.5%	1.2%	8
UPPER COLORADO REGION	315	92.8%	5.9%	1.3%	10
WASHINGTON DC	27	91.2%	4.7%	4.2%	1

My Work Unit (continued)

20. Employees in my work unit contribute positively to my agency's performance.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	525,899	84.8%	11.9%	3.3%	18,257
Department of the Interior	25,706	86.3%	10.8%	3.0%	614
BUREAU OF RECLAMATION	2,268	89.3%	8.7%	2.0%	50
DENVER	497	93.4%	6.2%	0.4%	12
GREAT PLAINS REGION	296	88.1%	10.1%	1.8%	7
LOWER COLORADO REGION	291	90.4%	6.8%	2.8%	11
MID PACIFIC REGION	395	86.3%	10.2%	3.5%	7
PACIFIC NORTHWEST REGIO	444	87.5%	10.5%	1.9%	7
UPPER COLORADO REGION	318	89.7%	8.2%	2.1%	5
WASHINGTON DC	27	87.4%	12.6%	0.0%	1

21. Employees in my work unit produce high-quality work.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	530,983	82.4%	14.1%	3.4%	19,513
Department of the Interior	26,054	83.9%	13.0%	3.1%	587
BUREAU OF RECLAMATION	2,278	88.2%	9.9%	2.0%	50
DENVER	502	90.0%	9.1%	0.8%	12
GREAT PLAINS REGION	296	85.7%	12.5%	1.9%	8
LOWER COLORADO REGION	296	91.4%	6.9%	1.7%	6
MID PACIFIC REGION	392	86.7%	10.2%	3.1%	10
PACIFIC NORTHWEST REGIO	446	86.0%	11.7%	2.3%	8
UPPER COLORADO REGION	319	88.9%	8.8%	2.3%	5
WASHINGTON DC	27	95.3%	4.7%	0.0%	1

22. Employees in my work unit adapt to changing priorities.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	530,563	79.6%	15.4%	5.0%	19,649
Department of the Interior	25,948	79.9%	15.5%	4.6%	682
BUREAU OF RECLAMATION	2,266	86.5%	10.6%	2.9%	59
DENVER	499	88.2%	9.6%	2.2%	13
GREAT PLAINS REGION	295	85.6%	11.5%	2.9%	8
LOWER COLORADO REGION	291	89.4%	7.6%	3.1%	11
MID PACIFIC REGION	389	83.6%	13.1%	3.3%	12
PACIFIC NORTHWEST REGIO	448	85.9%	10.9%	3.2%	7
UPPER COLORADO REGION	317	86.7%	10.7%	2.6%	7
WASHINGTON DC	27	86.6%	9.2%	4.2%	1

My Work Unit (continued)

23. New hires in my work unit (i.e. hired in the past year) have the right skills to do their jobs.

Organizations	N	Positive	Neutral	Negative	No Recent Hires (N)
Governmentwide	470,034	57.7%	25.1%	17.3%	86,540
Department of the Interior	22,600	64.2%	22.9%	12.8%	4,367
BUREAU OF RECLAMATION	1,884	67.1%	22.6%	10.3%	469
DENVER	460	71.5%	20.7%	7.8%	61
GREAT PLAINS REGION	235	58.6%	27.6%	13.8%	72
LOWER COLORADO REGION	240	75.3%	16.9%	7.9%	64
MID PACIFIC REGION	315	63.9%	24.0%	12.1%	92
PACIFIC NORTHWEST REGIO	351	63.7%	22.5%	13.8%	108
UPPER COLORADO REGION	256	66.6%	25.2%	8.2%	71
WASHINGTON DC	27	76.5%	23.5%	0.0%	1

24. I can influence decisions in my work unit.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,440	63.1%	20.5%	16.4%
Department of the Interior	26,966	68.9%	18.0%	13.0%
BUREAU OF RECLAMATION	2,357	71.7%	17.1%	11.2%
DENVER	520	71.4%	17.1%	11.5%
GREAT PLAINS REGION	308	70.6%	17.2%	12.2%
LOWER COLORADO REGION	306	69.9%	17.7%	12.4%
MID PACIFIC REGION	408	70.9%	16.8%	12.3%
PACIFIC NORTHWEST REGIO	460	71.7%	18.5%	9.8%
UPPER COLORADO REGION	327	75.4%	15.6%	9.0%
WASHINGTON DC	28	78.5%	9.8%	11.7%

25. I know what my work unit's goals are.

Organizations	N	Positive	Neutral	Negative
Governmentwide	556,152	82.3%	10.7%	7.0%
Department of the Interior	26,952	80.2%	12.0%	7.8%
BUREAU OF RECLAMATION	2,356	84.2%	10.1%	5.7%
DENVER	521	84.4%	10.3%	5.3%
GREAT PLAINS REGION	308	82.9%	10.2%	7.0%
LOWER COLORADO REGION	306	86.1%	9.7%	4.2%
MID PACIFIC REGION	408	84.6%	9.3%	6.1%
PACIFIC NORTHWEST REGIO	458	84.3%	10.3%	5.4%
UPPER COLORADO REGION	327	82.5%	11.4%	6.1%
WASHINGTON DC	28	85.4%	3.6%	11.0%

My Work Unit (continued)

26. My work unit commits resources to develop new ideas (e.g., budget, staff, time, expert support).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	525,068	50.9%	24.4%	24.7%	31,159
Department of the Interior	25,978	55.8%	23.2%	20.9%	980
BUREAU OF RECLAMATION	2,268	59.6%	22.5%	17.9%	88
DENVER	495	61.9%	19.4%	18.6%	24
GREAT PLAINS REGION	298	54.5%	25.0%	20.5%	10
LOWER COLORADO REGION	298	61.3%	22.8%	15.9%	8
MID PACIFIC REGION	390	58.2%	19.5%	22.3%	18
PACIFIC NORTHWEST REGIO	441	57.0%	26.4%	16.6%	19
UPPER COLORADO REGION	318	63.3%	23.8%	12.9%	9
WASHINGTON DC	28	74.1%	14.6%	11.2%	0

27. My work unit successfully manages disruptions to our work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	535,320	65.8%	19.4%	14.7%	21,166
Department of the Interior	26,155	67.3%	19.6%	13.1%	807
BUREAU OF RECLAMATION	2,280	74.8%	15.6%	9.6%	75
DENVER	493	74.4%	16.9%	8.7%	26
GREAT PLAINS REGION	303	74.6%	16.1%	9.3%	5
LOWER COLORADO REGION	291	76.5%	13.9%	9.6%	14
MID PACIFIC REGION	394	72.3%	14.9%	12.8%	14
PACIFIC NORTHWEST REGIO	452	75.4%	14.5%	10.2%	8
UPPER COLORADO REGION	321	75.7%	17.6%	6.7%	6
WASHINGTON DC	26	83.0%	8.8%	8.2%	2

28. Employees in my work unit consistently look for new ways to improve how they do their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	528,700	63.9%	21.7%	14.5%	22,745
Department of the Interior	25,949	68.2%	20.6%	11.2%	817
BUREAU OF RECLAMATION	2,270	71.9%	19.5%	8.6%	72
DENVER	498	76.8%	16.7%	6.5%	18
GREAT PLAINS REGION	301	65.8%	23.1%	11.0%	6
LOWER COLORADO REGION	292	69.4%	24.4%	6.1%	9
MID PACIFIC REGION	389	70.8%	17.6%	11.6%	15
PACIFIC NORTHWEST REGIO	445	72.2%	18.1%	9.7%	14
UPPER COLORADO REGION	318	73.0%	20.5%	6.5%	9
WASHINGTON DC	27	75.8%	15.8%	8.4%	1

My Work Unit (continued)

29. Employees in my work unit incorporate new ideas into their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	522,485	64.6%	21.4%	14.0%	22,560
Department of the Interior	25,696	70.2%	19.3%	10.5%	729
BUREAU OF RECLAMATION	2,247	73.4%	17.9%	8.7%	72
DENVER	496	79.7%	14.1%	6.3%	17
GREAT PLAINS REGION	294	67.3%	21.7%	11.0%	8
LOWER COLORADO REGION	289	72.9%	20.7%	6.4%	10
MID PACIFIC REGION	386	69.9%	18.0%	12.1%	14
PACIFIC NORTHWEST REGIO	441	70.7%	19.0%	10.3%	14
UPPER COLORADO REGION	314	77.6%	16.5%	5.8%	8
WASHINGTON DC	27	75.8%	15.8%	8.4%	1

30. Employees in my work unit approach change as an opportunity.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	520,226	54.2%	27.1%	18.6%	24,140
Department of the Interior	25,591	56.2%	28.1%	15.7%	845
BUREAU OF RECLAMATION	2,242	59.7%	27.6%	12.6%	72
DENVER	491	66.5%	21.6%	11.9%	20
GREAT PLAINS REGION	295	54.3%	31.4%	14.2%	5
LOWER COLORADO REGION	289	58.2%	31.2%	10.6%	9
MID PACIFIC REGION	390	58.8%	26.0%	15.1%	12
PACIFIC NORTHWEST REGIO	437	52.8%	32.7%	14.6%	13
UPPER COLORADO REGION	314	63.9%	27.4%	8.7%	11
WASHINGTON DC	26	91.3%	0.0%	8.7%	2

31. Employees in my work unit consider customer needs a top priority.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	524,000	75.7%	15.7%	8.5%	20,970
Department of the Interior	25,478	74.3%	17.7%	8.0%	983
BUREAU OF RECLAMATION	2,247	79.7%	14.6%	5.7%	64
DENVER	498	86.4%	9.9%	3.7%	14
GREAT PLAINS REGION	296	78.4%	15.6%	5.9%	6
LOWER COLORADO REGION	290	80.1%	14.9%	5.1%	7
MID PACIFIC REGION	386	74.1%	18.2%	7.7%	14
PACIFIC NORTHWEST REGIO	440	74.9%	18.0%	7.1%	12
UPPER COLORADO REGION	310	82.7%	12.4%	4.9%	10
WASHINGTON DC	27	96.3%	3.7%	0.0%	1

My Work Unit (continued)

32. Employees in my work unit consistently look for ways to improve customer service.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	523,585	63.4%	24.4%	12.2%	27,607
Department of the Interior	25,294	63.1%	26.0%	10.8%	1,302
BUREAU OF RECLAMATION	2,225	68.4%	22.8%	8.8%	102
DENVER	492	75.9%	17.6%	6.5%	22
GREAT PLAINS REGION	292	65.1%	25.8%	9.1%	12
LOWER COLORADO REGION	292	65.5%	25.9%	8.6%	8
MID PACIFIC REGION	377	64.2%	22.6%	13.2%	24
PACIFIC NORTHWEST REGIO	431	64.2%	26.0%	9.9%	23
UPPER COLORADO REGION	314	72.4%	21.5%	6.1%	12
WASHINGTON DC	27	81.4%	15.4%	3.3%	1

33. Employees in my work unit support my need to balance my work and personal responsibilities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,626	69.7%	16.9%	13.5%	11,042
Department of the Interior	26,108	74.4%	14.9%	10.7%	334
BUREAU OF RECLAMATION	2,295	80.7%	12.9%	6.4%	21
DENVER	505	81.6%	13.2%	5.2%	6
GREAT PLAINS REGION	301	82.1%	10.6%	7.3%	2
LOWER COLORADO REGION	294	82.6%	12.0%	5.5%	2
MID PACIFIC REGION	398	78.3%	12.8%	8.9%	3
PACIFIC NORTHWEST REGIO	454	77.1%	17.2%	5.6%	1
UPPER COLORADO REGION	316	84.5%	8.9%	6.7%	6
WASHINGTON DC	27	77.0%	18.8%	4.2%	1

34. Employees in my work unit are typically under too much pressure to meet work goals.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	523,943	41.5%	28.9%	29.6%	22,464
Department of the Interior	25,822	37.1%	31.0%	31.9%	848
BUREAU OF RECLAMATION	2,254	44.3%	30.6%	25.1%	79
DENVER	491	40.2%	29.5%	30.3%	24
GREAT PLAINS REGION	297	47.0%	29.3%	23.7%	10
LOWER COLORADO REGION	290	51.0%	28.0%	21.0%	9
MID PACIFIC REGION	391	40.3%	29.5%	30.2%	10
PACIFIC NORTHWEST REGIO	442	42.3%	36.1%	21.7%	15
UPPER COLORADO REGION	317	49.5%	29.4%	21.1%	9
WASHINGTON DC	26	45.0%	36.3%	18.7%	2

Note: This item is negatively worded, so percent positive scores include "Strongly Disagree" or "Disagree" responses and percent negative scores include "Strongly Agree" or "Agree" responses. Percent positive scores mean employees are typically not pressured to meet work goals.

My Organization

35. Employees are recognized for providing high quality products and services.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,114	58.6%	18.1%	23.2%	15,185
Department of the Interior	25,883	59.5%	19.3%	21.3%	763
BUREAU OF RECLAMATION	2,254	64.8%	18.7%	16.5%	75
DENVER	492	67.6%	19.2%	13.1%	20
GREAT PLAINS REGION	299	64.2%	18.2%	17.6%	7
LOWER COLORADO REGION	286	63.6%	17.6%	18.8%	13
MID PACIFIC REGION	385	66.3%	15.3%	18.4%	17
PACIFIC NORTHWEST REGIO	443	59.8%	21.9%	18.3%	13
UPPER COLORADO REGION	321	67.2%	19.3%	13.5%	5
WASHINGTON DC	28	69.6%	14.6%	15.8%	0

36. Employees are protected from health and safety hazards on the job.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	533,998	74.8%	12.2%	13.0%	14,407
Department of the Interior	26,071	78.0%	11.6%	10.4%	580
BUREAU OF RECLAMATION	2,296	84.6%	8.8%	6.6%	33
DENVER	498	84.3%	8.8%	6.9%	14
GREAT PLAINS REGION	303	88.0%	7.0%	5.0%	3
LOWER COLORADO REGION	294	84.5%	9.4%	6.1%	5
MID PACIFIC REGION	395	77.2%	11.5%	11.3%	8
PACIFIC NORTHWEST REGIO	453	84.1%	9.3%	6.6%	2
UPPER COLORADO REGION	325	91.7%	5.4%	2.9%	1
WASHINGTON DC	28	88.6%	11.4%	0.0%	0

37. My organization is successful at accomplishing its mission.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	536,041	78.0%	13.8%	8.2%	11,961
Department of the Interior	26,048	74.0%	16.0%	10.0%	578
BUREAU OF RECLAMATION	2,283	85.1%	9.8%	5.1%	41
DENVER	500	90.4%	5.4%	4.2%	10
GREAT PLAINS REGION	303	83.3%	10.3%	6.4%	2
LOWER COLORADO REGION	293	86.6%	10.2%	3.2%	6
MID PACIFIC REGION	393	77.6%	14.3%	8.1%	9
PACIFIC NORTHWEST REGIO	446	83.0%	11.3%	5.7%	9
UPPER COLORADO REGION	320	89.4%	7.5%	3.1%	5
WASHINGTON DC	28	83.8%	16.2%	0.0%	0

My Organization (continued)

38. I have a good understanding of my organization's priorities.

Organizations	N	Positive	Neutral	Negative
Governmentwide	547,830	77.2%	12.9%	9.8%
Department of the Interior	26,630	73.6%	15.1%	11.3%
BUREAU OF RECLAMATION	2,327	79.6%	12.7%	7.7%
DENVER	512	81.0%	11.2%	7.7%
GREAT PLAINS REGION	304	79.1%	12.7%	8.2%
LOWER COLORADO REGION	299	80.8%	12.3%	7.0%
MID PACIFIC REGION	403	77.9%	12.8%	9.3%
PACIFIC NORTHWEST REGIO	456	76.4%	16.0%	7.6%
UPPER COLORADO REGION	325	82.3%	11.4%	6.3%
WASHINGTON DC	28	92.3%	3.6%	4.1%

39. My organization effectively adapts to changing government priorities.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	530,176	66.7%	20.2%	13.1%	18,188
Department of the Interior	25,708	62.6%	23.9%	13.5%	942
BUREAU OF RECLAMATION	2,247	70.4%	20.1%	9.5%	79
DENVER	489	75.9%	15.7%	8.4%	22
GREAT PLAINS REGION	300	66.4%	20.2%	13.4%	6
LOWER COLORADO REGION	284	73.5%	20.3%	6.2%	15
MID PACIFIC REGION	382	67.3%	21.1%	11.6%	20
PACIFIC NORTHWEST REGIO	444	61.2%	26.9%	11.8%	11
UPPER COLORADO REGION	320	77.3%	16.8%	5.9%	5
WASHINGTON DC	28	92.4%	7.6%	0.0%	0

40. My organization has prepared me for potential physical security threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	535,681	73.1%	14.9%	12.0%	9,875
Department of the Interior	25,885	59.0%	21.4%	19.6%	628
BUREAU OF RECLAMATION	2,272	69.3%	18.3%	12.5%	44
DENVER	493	67.7%	20.0%	12.3%	17
GREAT PLAINS REGION	299	67.2%	16.5%	16.4%	5
LOWER COLORADO REGION	290	68.7%	18.3%	13.0%	7
MID PACIFIC REGION	393	64.2%	22.5%	13.3%	7
PACIFIC NORTHWEST REGIO	447	75.3%	14.0%	10.7%	5
UPPER COLORADO REGION	323	70.5%	18.8%	10.7%	3
WASHINGTON DC	27	89.9%	4.7%	5.4%	0

My Organization (continued)

41. My organization has prepared me for potential cybersecurity threats.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	540,124	83.4%	10.9%	5.8%	5,624
Department of the Interior	26,221	84.1%	11.1%	4.8%	302
BUREAU OF RECLAMATION	2,281	87.9%	8.9%	3.2%	31
DENVER	500	87.2%	9.2%	3.6%	10
GREAT PLAINS REGION	299	85.0%	11.4%	3.6%	4
LOWER COLORADO REGION	295	89.6%	9.1%	1.4%	3
MID PACIFIC REGION	395	86.7%	10.1%	3.3%	4
PACIFIC NORTHWEST REGIO	440	88.7%	7.6%	3.7%	8
UPPER COLORADO REGION	324	89.8%	6.6%	3.6%	2
WASHINGTON DC	28	95.9%	4.1%	0.0%	0

42. In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	507,882	52.0%	21.2%	26.8%	37,667
Department of the Interior	24,739	52.9%	21.6%	25.5%	1,788
BUREAU OF RECLAMATION	2,144	59.8%	19.5%	20.7%	174
DENVER	465	67.3%	17.3%	15.5%	46
GREAT PLAINS REGION	283	57.2%	21.5%	21.3%	20
LOWER COLORADO REGION	281	58.3%	17.4%	24.3%	17
MID PACIFIC REGION	366	57.4%	19.5%	23.1%	34
PACIFIC NORTHWEST REGIO	415	56.1%	22.3%	21.6%	37
UPPER COLORADO REGION	307	59.4%	19.8%	20.9%	19
WASHINGTON DC	27	68.4%	15.3%	16.3%	1

43. I recommend my organization as a good place to work.

Organizations	N	Positive	Neutral	Negative
Governmentwide	545,445	64.5%	20.1%	15.4%
Department of the Interior	26,542	66.9%	19.4%	13.7%
BUREAU OF RECLAMATION	2,317	74.8%	15.8%	9.4%
DENVER	511	80.9%	10.1%	9.0%
GREAT PLAINS REGION	303	71.8%	16.7%	11.5%
LOWER COLORADO REGION	297	77.6%	14.9%	7.5%
MID PACIFIC REGION	400	65.5%	20.4%	14.1%
PACIFIC NORTHWEST REGIO	453	72.3%	19.1%	8.6%
UPPER COLORADO REGION	325	80.3%	14.9%	4.7%
WASHINGTON DC	28	80.2%	7.7%	12.1%

My Organization (continued)

44. I believe the results of this survey will be used to make my agency a better place to work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	506,994	42.9%	25.7%	31.4%	38,989
Department of the Interior	24,554	42.0%	27.6%	30.4%	1,992
BUREAU OF RECLAMATION	2,156	45.7%	28.6%	25.7%	162
DENVER	475	47.8%	30.2%	22.0%	35
GREAT PLAINS REGION	283	36.0%	27.1%	36.8%	21
LOWER COLORADO REGION	280	48.8%	27.3%	24.0%	18
MID PACIFIC REGION	372	45.0%	27.7%	27.3%	28
PACIFIC NORTHWEST REGIO	420	43.5%	28.4%	28.1%	33
UPPER COLORADO REGION	299	51.1%	30.2%	18.6%	26
WASHINGTON DC	27	63.6%	23.8%	12.6%	1

My Supervisor

45. My supervisor is committed to a workforce representative of all segments of society.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	511,232	78.2%	14.2%	7.6%	33,009
Department of the Interior	24,776	78.6%	13.9%	7.5%	1,687
BUREAU OF RECLAMATION	2,146	82.0%	12.7%	5.3%	160
DENVER	480	85.5%	9.0%	5.5%	28
GREAT PLAINS REGION	275	77.0%	15.6%	7.4%	27
LOWER COLORADO REGION	279	84.6%	12.3%	3.1%	17
MID PACIFIC REGION	366	77.5%	14.0%	8.6%	31
PACIFIC NORTHWEST REGIO	411	83.0%	13.5%	3.4%	40
UPPER COLORADO REGION	308	83.1%	12.6%	4.3%	16
WASHINGTON DC	27	77.0%	23.0%	0.0%	1

46. Supervisors in my work unit support employee development.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	537,139	77.0%	12.1%	10.8%	7,689
Department of the Interior	26,129	79.6%	10.8%	9.6%	356
BUREAU OF RECLAMATION	2,285	83.7%	9.2%	7.0%	29
DENVER	502	88.3%	6.6%	5.2%	6
GREAT PLAINS REGION	299	82.4%	9.1%	8.5%	5
LOWER COLORADO REGION	294	81.4%	9.8%	8.8%	4
MID PACIFIC REGION	389	81.0%	10.3%	8.8%	9
PACIFIC NORTHWEST REGIO	451	83.1%	9.8%	7.1%	2
UPPER COLORADO REGION	322	84.2%	11.1%	4.7%	3
WASHINGTON DC	28	88.3%	3.6%	8.1%	0

My Supervisor (continued)

47. My supervisor supports my need to balance work and other life issues.

Organizations	N	Positive	Neutral	Negative
Governmentwide	541,245	83.3%	9.2%	7.5%
Department of the Interior	26,309	86.0%	8.2%	5.8%
BUREAU OF RECLAMATION	2,296	91.4%	5.3%	3.3%
DENVER	502	92.8%	4.6%	2.6%
GREAT PLAINS REGION	300	91.9%	5.6%	2.6%
LOWER COLORADO REGION	295	91.7%	6.6%	1.7%
MID PACIFIC REGION	395	89.8%	4.4%	5.9%
PACIFIC NORTHWEST REGIO	450	90.7%	5.7%	3.6%
UPPER COLORADO REGION	326	91.4%	5.3%	3.3%
WASHINGTON DC	28	92.6%	7.4%	0.0%

48. My supervisor listens to what I have to say.

Organizations	N	Positive	Neutral	Negative
Governmentwide	537,954	81.9%	9.3%	8.8%
Department of the Interior	26,140	83.0%	8.9%	8.1%
BUREAU OF RECLAMATION	2,284	86.9%	7.0%	6.1%
DENVER	503	88.9%	5.7%	5.4%
GREAT PLAINS REGION	299	85.3%	8.2%	6.6%
LOWER COLORADO REGION	293	87.5%	6.7%	5.8%
MID PACIFIC REGION	393	85.1%	6.5%	8.3%
PACIFIC NORTHWEST REGIO	448	86.1%	8.7%	5.3%
UPPER COLORADO REGION	321	88.4%	6.4%	5.2%
WASHINGTON DC	27	88.0%	3.5%	8.5%

49. My supervisor treats me with respect.

Organizations	N	Positive	Neutral	Negative
Governmentwide	540,128	86.0%	7.8%	6.3%
Department of the Interior	26,262	85.9%	7.8%	6.3%
BUREAU OF RECLAMATION	2,291	89.7%	5.8%	4.5%
DENVER	502	92.8%	3.9%	3.2%
GREAT PLAINS REGION	299	89.7%	5.9%	4.5%
LOWER COLORADO REGION	293	89.2%	7.0%	3.7%
MID PACIFIC REGION	395	89.0%	4.6%	6.4%
PACIFIC NORTHWEST REGIO	448	87.9%	7.4%	4.8%
UPPER COLORADO REGION	326	88.6%	7.1%	4.3%
WASHINGTON DC	28	88.5%	3.4%	8.1%

My Supervisor (continued)

50. I have trust and confidence in my supervisor.

Organizations	N	Positive	Neutral	Negative
Governmentwide	537,613	76.2%	12.2%	11.6%
Department of the Interior	26,161	76.5%	12.2%	11.3%
BUREAU OF RECLAMATION	2,285	81.3%	10.2%	8.5%
DENVER	502	86.3%	7.3%	6.4%
GREAT PLAINS REGION	301	77.1%	14.1%	8.8%
LOWER COLORADO REGION	293	82.2%	10.1%	7.7%
MID PACIFIC REGION	392	78.9%	9.6%	11.5%
PACIFIC NORTHWEST REGIO	446	79.2%	11.6%	9.2%
UPPER COLORADO REGION	323	83.0%	10.0%	7.0%
WASHINGTON DC	28	76.9%	11.4%	11.7%

51. My supervisor holds me accountable for achieving results.

Organizations	N	Positive	Neutral	Negative
Governmentwide	540,106	86.9%	9.6%	3.5%
Department of the Interior	26,291	86.1%	10.5%	3.4%
BUREAU OF RECLAMATION	2,297	88.6%	8.8%	2.6%
DENVER	503	91.5%	6.6%	1.9%
GREAT PLAINS REGION	302	86.3%	10.7%	3.0%
LOWER COLORADO REGION	295	87.6%	10.5%	1.9%
MID PACIFIC REGION	395	88.3%	8.7%	3.0%
PACIFIC NORTHWEST REGIO	448	88.4%	9.2%	2.4%
UPPER COLORADO REGION	326	87.5%	8.5%	4.0%
WASHINGTON DC	28	95.5%	4.5%	0.0%

52. Overall, how good a job do you feel is being done by your immediate supervisor?

Organizations	N	Positive	Neutral	Negative
Governmentwide	542,593	77.6%	13.5%	8.9%
Department of the Interior	26,388	77.7%	13.4%	9.0%
BUREAU OF RECLAMATION	2,311	82.6%	11.0%	6.4%
DENVER	508	85.9%	9.6%	4.5%
GREAT PLAINS REGION	303	78.1%	15.5%	6.5%
LOWER COLORADO REGION	298	83.9%	8.6%	7.5%
MID PACIFIC REGION	397	79.8%	12.0%	8.2%
PACIFIC NORTHWEST REGIO	451	82.4%	11.6%	6.0%
UPPER COLORADO REGION	326	83.9%	9.3%	6.9%
WASHINGTON DC	28	85.0%	11.0%	4.0%

My Supervisor (continued)

53. My supervisor provides me with constructive suggestions to improve my job performance.

Organizations	N	Positive	Neutral	Negative
Governmentwide	542,912	70.3%	17.1%	12.7%
Department of the Interior	26,395	69.2%	18.0%	12.8%
BUREAU OF RECLAMATION	2,311	73.9%	16.5%	9.6%
DENVER	508	79.6%	13.4%	7.0%
GREAT PLAINS REGION	303	69.4%	18.5%	12.0%
LOWER COLORADO REGION	298	75.5%	15.2%	9.3%
MID PACIFIC REGION	398	70.7%	17.2%	12.0%
PACIFIC NORTHWEST REGIO	451	73.7%	18.3%	8.0%
UPPER COLORADO REGION	325	72.5%	16.0%	11.5%
WASHINGTON DC	28	63.9%	32.1%	4.0%

54. My supervisor provides me with performance feedback throughout the year.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	537,966	74.6%	13.5%	11.8%	5,174
Department of the Interior	26,097	73.2%	14.6%	12.2%	314
BUREAU OF RECLAMATION	2,286	80.4%	12.0%	7.5%	26
DENVER	502	84.2%	9.9%	5.9%	6
GREAT PLAINS REGION	301	76.9%	14.9%	8.1%	2
LOWER COLORADO REGION	293	83.0%	10.3%	6.7%	5
MID PACIFIC REGION	395	76.4%	13.9%	9.7%	3
PACIFIC NORTHWEST REGIO	443	80.4%	12.2%	7.3%	8
UPPER COLORADO REGION	324	80.8%	11.8%	7.4%	2
WASHINGTON DC	28	78.5%	10.5%	11.0%	0

Leadership

55. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	526,253	47.7%	23.0%	29.3%	13,759
Department of the Interior	25,490	44.0%	25.5%	30.5%	760
BUREAU OF RECLAMATION	2,217	49.7%	24.8%	25.5%	76
DENVER	490	49.6%	24.2%	26.1%	15
GREAT PLAINS REGION	294	47.8%	25.3%	27.0%	7
LOWER COLORADO REGION	285	53.4%	24.0%	22.6%	12
MID PACIFIC REGION	375	45.3%	29.8%	24.9%	16
PACIFIC NORTHWEST REGIO	431	44.2%	24.0%	31.7%	18
UPPER COLORADO REGION	314	58.6%	22.2%	19.3%	8
WASHINGTON DC	28	76.6%	7.2%	16.2%	0

Leadership (continued)

56. My organization's senior leaders maintain high standards of honesty and integrity.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	500,578	59.9%	21.3%	18.8%	35,739
Department of the Interior	24,003	56.8%	23.9%	19.3%	2,083
BUREAU OF RECLAMATION	2,100	62.7%	21.5%	15.7%	184
DENVER	467	69.1%	17.2%	13.6%	37
GREAT PLAINS REGION	284	59.3%	23.3%	17.4%	16
LOWER COLORADO REGION	273	64.2%	21.6%	14.2%	24
MID PACIFIC REGION	351	60.3%	22.7%	16.9%	39
PACIFIC NORTHWEST REGIO	400	52.2%	27.1%	20.7%	45
UPPER COLORADO REGION	298	70.9%	18.5%	10.6%	22
WASHINGTON DC	27	70.3%	11.7%	18.0%	1

57. Managers communicate the goals of the organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	529,488	64.3%	18.2%	17.6%	7,759
Department of the Interior	25,785	59.8%	21.1%	19.2%	374
BUREAU OF RECLAMATION	2,264	65.3%	18.8%	16.0%	22
DENVER	501	72.4%	15.9%	11.7%	4
GREAT PLAINS REGION	296	66.7%	15.5%	17.8%	5
LOWER COLORADO REGION	291	64.6%	21.0%	14.4%	3
MID PACIFIC REGION	382	59.1%	21.6%	19.2%	7
PACIFIC NORTHWEST REGIO	444	59.0%	21.4%	19.6%	3
UPPER COLORADO REGION	322	68.0%	18.3%	13.7%	0
WASHINGTON DC	28	84.7%	3.6%	11.7%	0

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	519,846	57.6%	20.3%	22.1%	16,143
Department of the Interior	25,391	54.4%	21.7%	23.8%	703
BUREAU OF RECLAMATION	2,214	59.8%	20.2%	20.0%	69
DENVER	490	65.6%	16.5%	17.9%	13
GREAT PLAINS REGION	292	58.6%	17.7%	23.7%	9
LOWER COLORADO REGION	283	60.1%	22.1%	17.8%	11
MID PACIFIC REGION	376	54.2%	24.4%	21.4%	12
PACIFIC NORTHWEST REGIO	435	55.3%	21.4%	23.3%	12
UPPER COLORADO REGION	311	63.8%	20.4%	15.8%	11
WASHINGTON DC	27	72.3%	11.0%	16.8%	1

Leadership (continued)

59. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	511,628	63.5%	20.2%	16.4%	29,177
Department of the Interior	24,771	62.0%	21.5%	16.5%	1,542
BUREAU OF RECLAMATION	2,174	69.6%	18.3%	12.1%	125
DENVER	488	75.6%	16.6%	7.8%	20
GREAT PLAINS REGION	283	65.8%	17.3%	17.0%	20
LOWER COLORADO REGION	276	72.0%	15.2%	12.8%	20
MID PACIFIC REGION	368	64.0%	20.9%	15.1%	24
PACIFIC NORTHWEST REGIO	423	63.3%	22.9%	13.8%	27
UPPER COLORADO REGION	308	76.5%	15.5%	8.0%	14
WASHINGTON DC	28	76.6%	11.7%	11.7%	0

60. I have a high level of respect for my organization's senior leaders.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	531,454	60.8%	20.6%	18.6%	7,008
Department of the Interior	25,701	56.2%	24.4%	19.4%	490
BUREAU OF RECLAMATION	2,250	63.8%	21.1%	15.1%	43
DENVER	500	70.5%	14.6%	14.8%	7
GREAT PLAINS REGION	294	58.6%	21.2%	20.2%	6
LOWER COLORADO REGION	292	63.1%	24.5%	12.4%	2
MID PACIFIC REGION	380	61.0%	24.3%	14.7%	11
PACIFIC NORTHWEST REGIO	440	57.1%	24.0%	18.9%	11
UPPER COLORADO REGION	316	69.7%	21.0%	9.3%	6
WASHINGTON DC	28	80.6%	7.2%	12.2%	0

61. Senior leaders demonstrate support for Work-Life programs.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	502,973	59.7%	21.7%	18.6%	32,625
Department of the Interior	23,878	61.4%	23.5%	15.2%	2,185
BUREAU OF RECLAMATION	2,101	68.7%	21.3%	10.1%	184
DENVER	476	71.2%	17.1%	11.8%	29
GREAT PLAINS REGION	271	69.7%	22.0%	8.3%	29
LOWER COLORADO REGION	271	72.4%	19.6%	8.0%	21
MID PACIFIC REGION	345	65.7%	22.9%	11.3%	42
PACIFIC NORTHWEST REGIO	411	62.8%	26.0%	11.2%	40
UPPER COLORADO REGION	299	71.4%	20.7%	7.9%	23
WASHINGTON DC	28	72.2%	15.7%	12.1%	0

Leadership (continued)

62. Management encourages innovation.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	517,493	55.9%	23.9%	20.2%	18,812
Department of the Interior	24,966	52.7%	27.5%	19.8%	1,124
BUREAU OF RECLAMATION	2,160	58.3%	26.3%	15.5%	127
DENVER	488	62.3%	21.7%	15.9%	20
GREAT PLAINS REGION	284	56.5%	23.6%	19.9%	15
LOWER COLORADO REGION	275	59.4%	27.4%	13.2%	19
MID PACIFIC REGION	356	52.8%	30.7%	16.5%	34
PACIFIC NORTHWEST REGIO	419	52.4%	30.2%	17.4%	29
UPPER COLORADO REGION	310	65.6%	25.0%	9.4%	10
WASHINGTON DC	28	73.0%	14.8%	12.2%	0

63. Management makes effective changes to address challenges facing our organization.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	516,113	51.7%	24.0%	24.2%	20,139
Department of the Interior	24,894	47.9%	27.1%	24.9%	1,195
BUREAU OF RECLAMATION	2,158	55.9%	25.1%	19.0%	122
DENVER	486	58.6%	22.4%	19.0%	18
GREAT PLAINS REGION	280	53.7%	23.2%	23.1%	17
LOWER COLORADO REGION	276	60.5%	24.9%	14.6%	19
MID PACIFIC REGION	359	48.5%	30.2%	21.3%	30
PACIFIC NORTHWEST REGIO	423	49.1%	27.4%	23.5%	25
UPPER COLORADO REGION	307	66.5%	22.8%	10.8%	13
WASHINGTON DC	27	71.2%	16.2%	12.6%	0

64. Management involves employees in decisions that affect their work.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	516,890	43.3%	23.5%	33.2%	19,739
Department of the Interior	25,029	41.6%	26.2%	32.2%	1,116
BUREAU OF RECLAMATION	2,182	47.4%	25.7%	27.0%	110
DENVER	480	49.8%	24.2%	26.0%	26
GREAT PLAINS REGION	285	46.0%	23.7%	30.3%	15
LOWER COLORADO REGION	282	49.4%	24.4%	26.2%	13
MID PACIFIC REGION	373	43.7%	28.0%	28.3%	19
PACIFIC NORTHWEST REGIO	425	39.5%	28.4%	32.1%	25
UPPER COLORADO REGION	309	56.5%	25.0%	18.5%	12
WASHINGTON DC	28	67.0%	16.8%	16.2%	0

My Satisfaction

65. How satisfied are you with your involvement in decisions that affect your work?

Organizations	N	Positive	Neutral	Negative
Governmentwide	534,329	50.0%	25.1%	25.0%
Department of the Interior	26,007	51.7%	25.4%	23.0%
BUREAU OF RECLAMATION	2,274	57.6%	23.5%	18.9%
DENVER	503	57.8%	23.5%	18.7%
GREAT PLAINS REGION	301	57.0%	20.7%	22.3%
LOWER COLORADO REGION	288	58.2%	23.9%	17.9%
MID PACIFIC REGION	387	58.0%	22.8%	19.2%
PACIFIC NORTHWEST REGIO	449	51.7%	26.8%	21.5%
UPPER COLORADO REGION	319	62.8%	23.4%	13.8%
WASHINGTON DC	27	83.6%	7.5%	8.9%

66. How satisfied are you with the information you receive from management on what's going on in your organization?

Organizations	N	Positive	Neutral	Negative
Governmentwide	532,752	52.9%	22.7%	24.5%
Department of the Interior	25,918	52.0%	24.2%	23.7%
BUREAU OF RECLAMATION	2,271	57.3%	23.1%	19.6%
DENVER	502	61.8%	20.6%	17.6%
GREAT PLAINS REGION	301	54.3%	20.7%	25.0%
LOWER COLORADO REGION	291	59.8%	23.6%	16.6%
MID PACIFIC REGION	386	54.8%	21.4%	23.8%
PACIFIC NORTHWEST REGIO	448	51.3%	26.8%	21.9%
UPPER COLORADO REGION	316	61.0%	26.5%	12.6%
WASHINGTON DC	27	77.1%	10.7%	12.1%

67. How satisfied are you with the recognition you receive for doing a good job?

Organizations	N	Positive	Neutral	Negative
Governmentwide	533,049	54.4%	22.4%	23.2%
Department of the Interior	25,945	56.2%	23.2%	20.5%
BUREAU OF RECLAMATION	2,272	64.5%	20.7%	14.8%
DENVER	501	66.7%	19.6%	13.7%
GREAT PLAINS REGION	300	62.1%	22.4%	15.5%
LOWER COLORADO REGION	291	65.2%	21.3%	13.5%
MID PACIFIC REGION	386	62.7%	19.8%	17.6%
PACIFIC NORTHWEST REGIO	449	60.4%	24.2%	15.4%
UPPER COLORADO REGION	318	69.4%	17.8%	12.8%
WASHINGTON DC	27	78.3%	10.0%	11.7%

My Satisfaction (continued)

68. Considering everything, how satisfied are you with your job?

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,817	66.2%	16.8%	17.0%
Department of the Interior	25,892	68.1%	16.8%	15.1%
BUREAU OF RECLAMATION	2,270	73.7%	14.7%	11.6%
DENVER	502	75.8%	11.2%	13.0%
GREAT PLAINS REGION	298	71.6%	17.1%	11.3%
LOWER COLORADO REGION	291	74.0%	15.7%	10.3%
MID PACIFIC REGION	388	69.6%	19.6%	10.8%
PACIFIC NORTHWEST REGIO	445	72.6%	14.6%	12.8%
UPPER COLORADO REGION	319	77.6%	12.0%	10.3%
WASHINGTON DC	27	87.4%	0.0%	12.6%

69. Considering everything, how satisfied are you with your pay?

Organizations	N	Positive	Neutral	Negative
Governmentwide	533,799	55.9%	17.1%	27.0%
Department of the Interior	25,984	53.7%	17.3%	28.9%
BUREAU OF RECLAMATION	2,279	59.2%	18.3%	22.5%
DENVER	503	59.7%	20.0%	20.4%
GREAT PLAINS REGION	301	56.4%	16.5%	27.1%
LOWER COLORADO REGION	291	66.5%	18.0%	15.5%
MID PACIFIC REGION	388	56.2%	18.3%	25.4%
PACIFIC NORTHWEST REGIO	450	56.2%	20.6%	23.3%
UPPER COLORADO REGION	319	60.1%	15.1%	24.8%
WASHINGTON DC	27	81.0%	11.0%	7.9%

70. Considering everything, how satisfied are you with your organization?

Organizations	N	Positive	Neutral	Negative
Governmentwide	534,146	60.2%	19.9%	19.9%
Department of the Interior	26,004	61.5%	20.7%	17.8%
BUREAU OF RECLAMATION	2,281	69.4%	18.2%	12.5%
DENVER	504	73.6%	13.0%	13.4%
GREAT PLAINS REGION	301	64.7%	23.9%	11.4%
LOWER COLORADO REGION	291	72.4%	17.6%	10.0%
MID PACIFIC REGION	388	63.1%	20.5%	16.4%
PACIFIC NORTHWEST REGIO	450	64.3%	23.1%	12.6%
UPPER COLORADO REGION	320	78.0%	13.0%	8.9%
WASHINGTON DC	27	79.5%	3.7%	16.8%

Diversity, Equity, Inclusion, and Accessibility

71. My organization's management practices promote diversity (e.g., outreach, recruitment, promotion opportunities).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	491,409	67.8%	19.5%	12.7%	44,282
Department of the Interior	24,026	63.7%	21.6%	14.7%	2,028
BUREAU OF RECLAMATION	2,031	71.2%	19.0%	9.8%	251
DENVER	447	71.8%	18.2%	9.9%	59
GREAT PLAINS REGION	265	66.5%	23.7%	9.8%	35
LOWER COLORADO REGION	273	77.4%	13.8%	8.8%	18
MID PACIFIC REGION	342	68.1%	20.9%	11.0%	50
PACIFIC NORTHWEST REGIO	386	71.6%	18.8%	9.5%	58
UPPER COLORADO REGION	293	70.8%	19.6%	9.7%	29
WASHINGTON DC	25	78.7%	12.7%	8.6%	2

72. My supervisor demonstrates a commitment to workforce diversity (e.g., recruitment, promotion opportunities, development).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	492,680	72.6%	18.4%	9.0%	43,274
Department of the Interior	24,007	72.3%	18.7%	9.0%	2,056
BUREAU OF RECLAMATION	2,091	77.4%	16.6%	6.0%	190
DENVER	467	81.4%	12.6%	6.1%	38
GREAT PLAINS REGION	272	73.9%	19.5%	6.6%	28
LOWER COLORADO REGION	274	78.5%	16.4%	5.1%	17
MID PACIFIC REGION	354	74.8%	16.5%	8.6%	38
PACIFIC NORTHWEST REGIO	403	75.6%	18.8%	5.6%	42
UPPER COLORADO REGION	295	78.9%	17.3%	3.8%	26
WASHINGTON DC	26	75.2%	20.5%	4.3%	1

73. I have similar access to advancement opportunities (e.g., promotion, career development, training) as others in my work unit.

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	517,875	65.0%	15.9%	19.1%	16,670
Department of the Interior	25,234	65.8%	15.7%	18.4%	777
BUREAU OF RECLAMATION	2,227	72.4%	13.2%	14.4%	53
DENVER	496	78.2%	8.7%	13.1%	9
GREAT PLAINS REGION	294	69.3%	14.7%	16.0%	5
LOWER COLORADO REGION	280	70.2%	14.2%	15.6%	10
MID PACIFIC REGION	382	71.9%	14.3%	13.8%	8
PACIFIC NORTHWEST REGIO	432	70.3%	15.3%	14.5%	15
UPPER COLORADO REGION	317	71.6%	13.9%	14.5%	5
WASHINGTON DC	26	75.4%	7.4%	17.2%	1

Diversity, Equity, Inclusion, and Accessibility (continued)

74. My supervisor provides opportunities fairly to all employees in my work unit (e.g., promotions, work assignments).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	507,104	69.6%	15.9%	14.4%	26,510
Department of the Interior	24,615	70.5%	15.7%	13.9%	1,355
BUREAU OF RECLAMATION	2,176	77.0%	13.4%	9.7%	102
DENVER	487	79.8%	13.2%	7.0%	18
GREAT PLAINS REGION	287	76.2%	13.3%	10.4%	13
LOWER COLORADO REGION	279	75.2%	14.8%	10.0%	12
MID PACIFIC REGION	370	75.0%	12.1%	12.9%	17
PACIFIC NORTHWEST REGIO	422	77.4%	13.6%	9.0%	25
UPPER COLORADO REGION	304	76.9%	13.5%	9.6%	17
WASHINGTON DC	27	77.2%	14.5%	8.3%	0

75. In my work unit, excellent work is similarly recognized for all employees (e.g., awards, acknowledgements).

Organizations	N	Positive	Neutral	Negative	DNK (N)
Governmentwide	502,077	60.9%	18.1%	21.0%	32,257
Department of the Interior	24,147	63.0%	18.3%	18.6%	1,866
BUREAU OF RECLAMATION	2,123	69.6%	16.3%	14.1%	159
DENVER	470	73.3%	16.2%	10.5%	34
GREAT PLAINS REGION	282	64.6%	18.4%	16.9%	18
LOWER COLORADO REGION	264	67.7%	14.3%	18.0%	27
MID PACIFIC REGION	366	69.3%	16.5%	14.2%	25
PACIFIC NORTHWEST REGIO	409	67.9%	16.1%	16.0%	38
UPPER COLORADO REGION	306	72.2%	16.9%	10.9%	16
WASHINGTON DC	26	77.6%	10.4%	12.0%	1

76. Employees in my work unit treat me as a valued member of the team.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	527,735	81.4%	11.1%	7.5%	6,014
Department of the Interior	25,764	82.3%	10.9%	6.7%	204
BUREAU OF RECLAMATION	2,259	84.7%	10.0%	5.3%	18
DENVER	501	87.3%	8.6%	4.1%	2
GREAT PLAINS REGION	299	83.7%	10.6%	5.7%	1
LOWER COLORADO REGION	289	87.0%	8.8%	4.2%	2
MID PACIFIC REGION	388	82.2%	10.5%	7.3%	2
PACIFIC NORTHWEST REGIO	441	83.0%	11.1%	5.9%	5
UPPER COLORADO REGION	314	85.4%	10.2%	4.4%	6
WASHINGTON DC	27	79.9%	11.8%	8.3%	0

Diversity, Equity, Inclusion, and Accessibility (continued)

77. Employees in my work unit make me feel I belong.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	526,803	77.9%	13.6%	8.5%	6,595
Department of the Interior	25,729	78.2%	13.7%	8.0%	212
BUREAU OF RECLAMATION	2,257	81.2%	12.3%	6.5%	17
DENVER	503	81.4%	13.0%	5.5%	1
GREAT PLAINS REGION	299	80.9%	12.9%	6.3%	1
LOWER COLORADO REGION	288	84.5%	10.7%	4.8%	2
MID PACIFIC REGION	387	78.7%	12.9%	8.4%	3
PACIFIC NORTHWEST REGIO	438	79.4%	14.0%	6.6%	6
UPPER COLORADO REGION	315	83.6%	9.5%	6.9%	4
WASHINGTON DC	27	79.9%	11.8%	8.3%	0

78. Employees in my work unit care about me as a person.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	518,891	75.6%	16.1%	8.3%	14,356
Department of the Interior	25,295	77.6%	15.4%	7.1%	651
BUREAU OF RECLAMATION	2,218	80.1%	13.8%	6.1%	56
DENVER	492	82.6%	13.3%	4.1%	12
GREAT PLAINS REGION	294	78.6%	16.1%	5.3%	6
LOWER COLORADO REGION	281	83.2%	10.8%	6.0%	9
MID PACIFIC REGION	382	78.6%	13.6%	7.8%	8
PACIFIC NORTHWEST REGIO	430	76.3%	16.2%	7.5%	14
UPPER COLORADO REGION	312	81.6%	12.7%	5.8%	7
WASHINGTON DC	27	84.5%	7.2%	8.3%	0

79. I am comfortable expressing opinions that are different from other employees in my work unit.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	523,674	73.8%	12.6%	13.6%	6,799
Department of the Interior	25,583	73.0%	13.2%	13.8%	263
BUREAU OF RECLAMATION	2,249	76.2%	12.7%	11.1%	21
DENVER	498	77.9%	12.4%	9.6%	4
GREAT PLAINS REGION	293	75.2%	13.4%	11.4%	4
LOWER COLORADO REGION	287	76.7%	12.1%	11.1%	3
MID PACIFIC REGION	386	76.1%	12.2%	11.6%	4
PACIFIC NORTHWEST REGIO	441	74.1%	13.3%	12.6%	4
UPPER COLORADO REGION	317	77.1%	13.1%	9.7%	2
WASHINGTON DC	27	71.5%	8.2%	20.3%	0

Diversity, Equity, Inclusion, and Accessibility (continued)

80. In my work unit, people's differences are respected.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	517,791	73.7%	15.7%	10.7%	12,414
Department of the Interior	25,349	73.8%	15.9%	10.2%	491
BUREAU OF RECLAMATION	2,237	77.3%	14.7%	7.9%	31
DENVER	497	80.1%	11.3%	8.6%	5
GREAT PLAINS REGION	294	75.2%	16.3%	8.5%	3
LOWER COLORADO REGION	281	78.6%	15.2%	6.2%	8
MID PACIFIC REGION	388	76.7%	17.2%	6.1%	3
PACIFIC NORTHWEST REGIO	435	73.8%	17.0%	9.2%	8
UPPER COLORADO REGION	315	79.8%	12.4%	7.8%	4
WASHINGTON DC	27	71.5%	11.9%	16.6%	0

81. I can be successful in my organization being myself.

Organizations	N	Positive	Neutral	Negative	NBJ (N)
Governmentwide	524,357	72.9%	14.8%	12.3%	5,854
Department of the Interior	25,633	74.1%	14.7%	11.3%	212
BUREAU OF RECLAMATION	2,245	77.7%	13.5%	8.8%	23
DENVER	499	81.0%	10.6%	8.4%	3
GREAT PLAINS REGION	294	77.1%	14.6%	8.4%	3
LOWER COLORADO REGION	286	76.0%	15.6%	8.5%	2
MID PACIFIC REGION	382	78.0%	11.6%	10.4%	8
PACIFIC NORTHWEST REGIO	439	74.6%	16.3%	9.1%	5
UPPER COLORADO REGION	318	78.9%	14.2%	6.9%	2
WASHINGTON DC	27	76.0%	7.4%	16.6%	0

82. I can easily make a request of my organization to meet my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	328,338	69.6%	19.3%	11.1%	119,219	82,121
Department of the Interior	15,025	73.3%	18.0%	8.6%	6,397	4,375
BUREAU OF RECLAMATION	1,462	77.9%	15.2%	6.9%	482	313
DENVER	300	81.4%	11.0%	7.6%	131	68
GREAT PLAINS REGION	187	73.9%	18.7%	7.4%	66	44
LOWER COLORADO REGION	194	84.4%	12.7%	2.8%	48	48
MID PACIFIC REGION	266	76.0%	15.8%	8.3%	76	43
PACIFIC NORTHWEST REGIO	281	71.6%	20.3%	8.2%	91	69
UPPER COLORADO REGION	213	80.6%	13.9%	5.5%	68	37
WASHINGTON DC	21	84.9%	4.8%	10.2%	2	4

Diversity, Equity, Inclusion, and Accessibility (continued)

83. My organization responds to my accessibility needs in a timely manner.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	307,344	64.0%	24.2%	11.8%	120,489	101,427
Department of the Interior	13,737	66.7%	23.6%	9.7%	6,479	5,560
BUREAU OF RECLAMATION	1,333	71.8%	19.8%	8.4%	493	424
DENVER	269	75.9%	15.8%	8.3%	132	94
GREAT PLAINS REGION	173	67.5%	25.2%	7.3%	67	57
LOWER COLORADO REGION	172	80.8%	15.7%	3.4%	50	68
MID PACIFIC REGION	248	70.0%	19.6%	10.4%	78	58
PACIFIC NORTHWEST REGIO	254	64.9%	23.1%	12.0%	96	90
UPPER COLORADO REGION	197	73.2%	20.6%	6.2%	68	52
WASHINGTON DC	20	73.8%	15.3%	10.8%	2	5

84. My organization meets my accessibility needs.

Organizations	N	Positive	Neutral	Negative	No Accessibility Needs (N)	NBJ (N)
Governmentwide	311,682	67.1%	23.1%	9.9%	123,093	94,153
Department of the Interior	14,048	70.2%	21.9%	7.9%	6,657	5,059
BUREAU OF RECLAMATION	1,383	74.8%	18.5%	6.6%	502	370
DENVER	280	78.5%	14.4%	7.1%	137	82
GREAT PLAINS REGION	177	70.1%	22.8%	7.1%	69	51
LOWER COLORADO REGION	180	84.1%	13.3%	2.6%	52	57
MID PACIFIC REGION	256	72.2%	19.5%	8.2%	78	50
PACIFIC NORTHWEST REGIO	263	68.2%	24.0%	7.8%	95	83
UPPER COLORADO REGION	206	77.1%	17.1%	5.8%	69	43
WASHINGTON DC	21	80.1%	14.5%	5.4%	2	4

Employee Experience

85. My job inspires me.

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,023	59.2%	22.0%	18.8%
Department of the Interior	25,834	64.1%	20.8%	15.1%
BUREAU OF RECLAMATION	2,267	63.3%	22.6%	14.1%
DENVER	501	68.0%	18.0%	13.9%
GREAT PLAINS REGION	297	59.7%	24.7%	15.6%
LOWER COLORADO REGION	289	64.7%	23.1%	12.2%
MID PACIFIC REGION	391	60.6%	22.8%	16.6%
PACIFIC NORTHWEST REGIO	445	56.9%	28.4%	14.7%
UPPER COLORADO REGION	317	68.9%	20.4%	10.7%
WASHINGTON DC	27	81.5%	5.5%	12.9%

Employee Experience (continued)

86. The work I do gives me a sense of accomplishment.

Organizations	N	Positive	Neutral	Negative
Governmentwide	528,951	73.0%	14.2%	12.8%
Department of the Interior	25,728	77.0%	13.0%	10.0%
BUREAU OF RECLAMATION	2,259	78.4%	12.9%	8.7%
DENVER	498	78.9%	11.7%	9.4%
GREAT PLAINS REGION	297	77.0%	14.1%	8.8%
LOWER COLORADO REGION	290	80.4%	12.4%	7.2%
MID PACIFIC REGION	388	78.8%	11.0%	10.2%
PACIFIC NORTHWEST REGIO	442	74.0%	17.1%	9.0%
UPPER COLORADO REGION	317	82.3%	11.1%	6.6%
WASHINGTON DC	27	83.0%	8.2%	8.8%

87. I feel a strong personal attachment to my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,252	58.7%	22.6%	18.7%
Department of the Interior	25,844	64.0%	21.0%	15.0%
BUREAU OF RECLAMATION	2,268	61.2%	24.5%	14.3%
DENVER	502	64.8%	21.5%	13.7%
GREAT PLAINS REGION	296	58.2%	23.3%	18.5%
LOWER COLORADO REGION	290	65.9%	22.6%	11.6%
MID PACIFIC REGION	391	56.5%	25.2%	18.3%
PACIFIC NORTHWEST REGIO	442	54.8%	31.2%	14.0%
UPPER COLORADO REGION	320	67.1%	23.1%	9.8%
WASHINGTON DC	27	76.0%	11.5%	12.5%

88. I identify with the mission of my organization.

Organizations	N	Positive	Neutral	Negative
Governmentwide	529,722	77.0%	15.7%	7.4%
Department of the Interior	25,790	80.4%	14.0%	5.6%
BUREAU OF RECLAMATION	2,264	78.4%	16.6%	5.0%
DENVER	501	79.3%	15.9%	4.9%
GREAT PLAINS REGION	297	77.4%	17.8%	4.7%
LOWER COLORADO REGION	291	78.0%	17.1%	5.0%
MID PACIFIC REGION	389	73.8%	19.0%	7.2%
PACIFIC NORTHWEST REGIO	441	75.6%	19.3%	5.0%
UPPER COLORADO REGION	318	87.2%	10.1%	2.7%
WASHINGTON DC	27	83.6%	7.6%	8.8%

Employee Experience (continued)

89. It is important to me that my work contribute to the common good.

Organizations	N	Positive	Neutral	Negative
Governmentwide	531,401	91.3%	6.6%	2.1%
Department of the Interior	25,876	92.9%	5.7%	1.4%
BUREAU OF RECLAMATION	2,271	92.1%	6.6%	1.3%
DENVER	503	94.7%	4.7%	0.6%
GREAT PLAINS REGION	298	90.0%	7.7%	2.3%
LOWER COLORADO REGION	291	91.0%	8.2%	0.9%
MID PACIFIC REGION	389	91.8%	6.6%	1.6%
PACIFIC NORTHWEST REGIO	444	90.5%	8.1%	1.4%
UPPER COLORADO REGION	319	93.6%	5.3%	1.1%
WASHINGTON DC	27	95.4%	0.0%	4.6%

Telework

91. Please select the response that BEST describes your current remote work or teleworking schedule.

Organizations	N	Remote Work Agreement	Telework			Very Infrequently
			3 or More Days Per Week	1-2 Days Per Week	Only 1-2 Days Per Month	
Governmentwide	529,973	14.2%	24.9%	16.9%	2.9%	9.7%
Department of the Interior	25,809	13.5%	28.1%	18.3%	4.5%	13.4%
BUREAU OF RECLAMATION	2,273	12.7%	33.7%	21.6%	3.9%	10.4%
DENVER	503	27.0%	35.6%	24.9%	2.2%	6.8%
GREAT PLAINS REGION	294	5.8%	35.6%	14.6%	4.5%	17.8%
LOWER COLORADO REGION	292	4.0%	37.6%	20.5%	3.5%	10.2%
MID PACIFIC REGION	390	6.6%	43.2%	22.1%	3.4%	8.6%
PACIFIC NORTHWEST REGIO	446	8.5%	24.6%	20.6%	5.8%	11.5%
UPPER COLORADO REGION	321	16.9%	27.4%	23.0%	4.2%	11.0%
WASHINGTON DC	27	31.6%	20.6%	40.4%	4.2%	3.3%

Telework (continued)

91. Please select the response that *BEST* describes your current remote work or teleworking schedule. (continued)

Organizations	N	Do Not Telework			
		Must Be Physically Present	Technical Issues	Not Approved to Telework	Choose Not to Telework
Governmentwide	529,973	20.1%	1.2%	6.0%	4.0%
Department of the Interior	25,809	14.4%	0.8%	2.6%	4.4%
BUREAU OF RECLAMATION	2,273	12.2%	0.5%	1.6%	3.4%
DENVER	503	0.7%	0.0%	0.7%	2.2%
GREAT PLAINS REGION	294	13.9%	0.8%	2.0%	4.9%
LOWER COLORADO REGION	292	17.4%	1.0%	2.2%	3.6%
MID PACIFIC REGION	390	10.9%	0.5%	2.8%	1.9%
PACIFIC NORTHWEST REGIO	446	21.6%	0.8%	1.1%	5.5%
UPPER COLORADO REGION	321	13.2%	0.4%	1.2%	2.7%
WASHINGTON DC	27	0.0%	0.0%	0.0%	0.0%

Employment Demographics

Where do you work?

Response	%
Headquarters	41.4%
Field	45.8%
Full-time telework (e.g., home office, telecenter)	12.8%

What is your supervisory status?

Response	%
Senior Leader	0.8%
Manager	7.0%
Supervisor	12.1%
Team Leader	14.5%
Non-Supervisor	65.5%

What is your pay category/grade?

Response	%
Federal Wage System	3.4%
GS 1-6	3.8%
GS 7-12	59.3%
GS 13-15	24.2%
Senior Executive Service	0.4%
Senior Level (SL) or Scientific or Professional (ST)	0.2%
Other	8.7%

What is your US military service status?

Response	%
No Prior Military Service	68.5%
Currently in National Guard or Reserves	0.9%
Retired	8.8%
Separated or Discharged	21.7%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

Are you:

Response	%
The spouse of a current active duty service member of the U.S. Armed Forces	0.7%
The spouse of a service member who retired or separated from active duty in the U.S. Armed Forces with a disability rating of 100 percent	1.5%
The widow(er) of a service member killed while on active duty in the U.S. Armed Forces	0.1%
None of the categories listed	97.7%

Have you been hired under the Military Spouse Non-Competitive Hiring Authority?

Response	%
Yes	7.8%
No	92.2%

Note: If the response to the previous question on if you are a military spouse was "None of the categories listed," this item was skipped.

How long have you been with the Federal Government (excluding military service)?

Response	%
Less than 1 year	2.2%
1 to 3 years	11.2%
4 to 5 years	9.8%
6 to 10 years	19.8%
11 to 14 years	17.9%
15 to 20 years	15.7%
More than 20 years	23.5%

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

Response	%
Less than 1 year	4.2%
1 to 3 years	19.1%
4 to 5 years	14.5%
6 to 10 years	22.8%
11 to 14 years	14.8%
15 to 20 years	9.9%
More than 20 years	14.8%

Note: Percentages for demographic questions are unweighted.

Employment Demographics (continued)

Are you considering leaving your organization within the next year, and if so, why?

Response	%
No	65.5%
Yes, to retire	7.0%
Yes, to take another job within the Federal Government	17.5%
Yes, to take another job outside the Federal Government	4.4%
Yes, other	5.7%

I am planning to retire:

Response	%
Less than 1 year	3.9%
1 year	2.3%
2 years	5.1%
3 years	5.1%
4 years	2.7%
5 years	6.0%
More than 5 years	74.8%

Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

Response	%
Yes	10.8%
No	89.2%

Please select the racial category or categories with which you most closely identify.

Response	%
White	86.6%
Black or African American	2.9%
All other races	10.5%

What is your age group?

Response	%
29 years and under	4.6%
30-39 years old	21.3%
40-49 years old	29.4%
50-59 years old	29.2%
60 years or older	15.6%

What is the highest degree or level of education you have completed?

Response	%
Less than High School/ High School Diploma/ GED	2.9%
Certification/ Some College/ Associate's Degree	25.3%
Bachelor's Degree	39.9%
Advanced Degrees (Post Bachelor's Degree)	31.8%

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.

Personal Demographics (continued)

Are you an individual with a disability?

Response	%
Yes	20.4%
No	79.6%

Are you:

Response	%
Male	61.9%
Female	38.1%

Are you transgender?

Response	%
Yes	0.5%
No	99.5%

Which one of the following best represents how you think of yourself?

Response	%
Straight, that is not gay or lesbian	93.4%
Gay or Lesbian	2.1%
Bisexual	1.9%
I use a different term	2.6%

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.