

RECLAMATION

Managing Water in the West

2014-2019

Mid-Pacific Regional Diversity Council Action Plan



U.S. Department of the Interior
Bureau of Reclamation
Mid-Pacific Region

MISSION/VISION STATEMENTS

The Mid-Pacific Region Mission Statement

The Mid-Pacific Region manages water, generates power, promotes fisheries, enhances ecosystems, honors tribal trusts, and provides recreational opportunities while assuming public and employee safety for our tribes, our customers, and the public to serve their diverse needs.

The Mid-Pacific Region Vision Statement

A Mid-Pacific Region that has a reliable water supply, effective flood control, and dependable hydroelectric power, with a vibrant economy and sustainable ecosystem.

Mid-Pacific Regional Diversity Council Mission Statement

To promote diversity within the Bureau of Reclamation's Mid-Pacific Region by: (1)

enhancing awareness of diversity concerns across the Region; (2) providing all levels of management advice and guidance on policies and programs that address diversity issues; and, (3) raising diversity issues, concerns, and recommended actions to the MP Regional Management Team.

Mid-Pacific Regional Diversity Council Vision Statement

The Mid-Pacific Region of the Bureau of Reclamation is a supportive and inclusive workplace that reflects the diversity of our nation. We provide fair and open access to career opportunities that recruit, develop, and retain talented employees with a variety of opinions, approaches, and perspectives, and who are the cornerstone of a flexible and competitive agency meeting the needs of its customers and communities.

FOREWORD

As your Regional Director, I am committed to the Mid-Pacific Regional Diversity Council's (RDC's) mission and vision for diversity efforts. The RDC action plan strengthens existing diversity efforts and also strategically addresses areas for improvement, while dovetailing with strategic and succession planning efforts in other parts of the organization. Diversity in our workforce is critical to the Region's ability to meet its mission by helping us to recruit and retain the best employees. This action plan is the distillation of the RDC's analyses of our workforce data,

and consideration of best practices to ensure our workforce understands how diversity contributes to mission accomplishment and is critical to all of our recruitment and retention strategies. I want to thank all of those employees who helped prepare the Mid-Pacific Regional Diversity Council's Action Plan 2014-2019. We will update this plan yearly to adjust our strategies and actions to ensure our workforce is reflective of the nation's diversity. Our strength is in our diversity and a commitment to its enhancement is a vital part of making this Region an employer of choice.

David G. Murillo
Regional Director

Foreword

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CURRENT STATUS OF MP REGION

As of September 30, 2013, the Mid-Pacific Region (MP) employed 967 permanent employees, and 75 temporary employees, for a total workforce of 1,042. The current numbers and percentages of

EEO groups in the MP workforce as compared to the National Civilian Labor Force (NCLF)¹ are as follows:

EEO Group	#	%	NCLF%	% Difference
Males	648	62.2%	51.9%	10.3%
Females	394	37.8%	48.1%	-10.3%
Hispanic or Latino Males	74	7.1%	5.2%	1.9%
Hispanic or Latino Females	48	4.6%	4.8%	-0.2%
White Males	463	44.4%	38.3%	6.1%
White Females	263	25.2%	34.0%	-8.8%
Black or African-American Males	28	2.7%	5.5%	-2.8%
Black or African-American Females	32	3.1%	6.5%	-3.4%
Asian Males	57	5.5%	2.0%	3.5%
Asian Females	32	3.1%	1.9%	1.2%
Native Hawaiian or Other Pacific Islander (NHPI) Males	4	0.4%	0.1%	0.3%
NHPI Females	4	0.4%	0.1%	0.3%
American Indian or Alaskan Native (AIAN) Males	18	1.7%	0.6%	1.1%
AIAN Females	7	0.7%	0.5%	0.2%
Two or More (2+) Races Males	4	0.4%	0.3%	0.1%
2+ Races Females	8	0.8%	0.3%	0.5%
Individuals with Targeted Disabilities (IWTDs) ²	10	1.0%	2.0% (FEDERAL HIGH) ²	-1.0%

As demonstrated in the preceding table, MP's workforce as compared to the NCLF, has the following EEO groups under-represented in

ascending order: White Females, Black Females, Black Males, individuals with targeted disabilities, and Hispanic Females.

¹ The Equal Employment Opportunity Commission (EEOC) requires federal agencies to compare the demographic composition of their workforces to that of the NCLF on an annual basis per EEOC Management Directive 715.

² The Office of Personnel Management (OPM) collects disability data in accordance with federal reporting requirements under the Rehabilitation Act (29 U.S.C. 701, et seq.) to ensure equality of opportunity for individuals with disabilities in federal hiring, placement and advancement. OPM identifies a subset of disabilities as targeted (i.e., severe) due to the steadily declining representation of such individuals in the federal workforce since 1994. Targeted disabilities include deafness, blindness, missing extremities, paralysis, seizure disorders, distortion of limbs or spine, mental illness, and severe or intellectual impairments. Why Do We Need the LEAD Initiative?, EEOC, undated, available at <http://www.eeoc.gov/eeoc/initiatives/lead/why.cfm> (accessed December 11, 2013).

³ The EEOC requires agencies to annually compare themselves against the federal agency with the highest percentage of employees with targeted disabilities ("federal high"). Improving the Participation Rate of People with Targeted Disabilities in the Federal Work Force, EEOC Office of Federal Operations, January 2008, available at <http://www.eeoc.gov/federal/reports/pwtd.pdf> (accessed December 11, 2013).

Fiscal Year (FY) 2012-13 Net Changes in MP Workforce

Between FYs 2012 and 2013, the net change in MP's workforce was -5.6%, with the following net changes in EEO groups, in descending order:

Groups	%
2+ Races Males	300.0% ⁴
NHPI Males	33.3%
Black Males	16.7%
Asian Males	3.6%
NHPI Females	0.0%
Asian Females	0.0%
Targeted Disabilities	0.0%
Hispanic Males	-3.9%
AIAN Males	-5.3%
White Females	-5.4%
All Females	-5.5%
All Males	-5.7%
Black Females	-5.9%
Hispanic Females	-7.7%
White Males	-8.9%
2+ Races Females	-11.1%
AIAN Females	-12.5%

While FY 2013 saw many of MP's under-represented EEO groups gaining or staying steady, the departure of women from the workforce warrants special attention, regardless of their race/ethnicity. Most notable are declines in White, Black and Hispanic females because these groups are among the most under-represented in the workforce as a whole, and in higher-graded positions, specifically.

Even though females are under-represented in the MP workforce, Figure 1 demonstrates their average grade exceeds that of male employees. The EEO groups with the lowest average grades, overall, include IWTDS, Hispanic males and AIAN females.

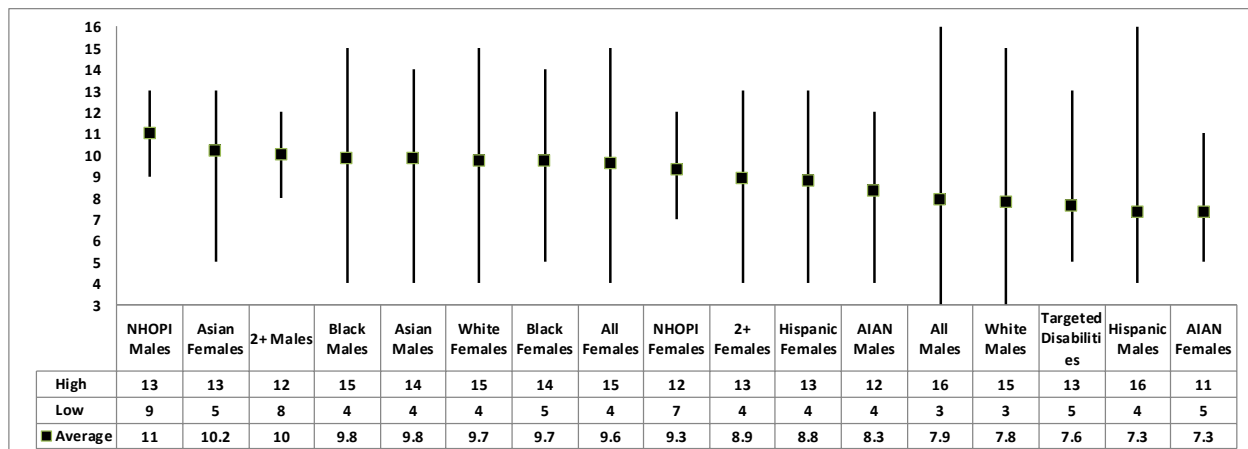


Figure 1. Average, and high and low grades [GS-01 through SES (16)] for EEO groups among permanent, full-time General Schedule employees in MP in FY13, in descending rank order

⁴ The apparently large increase indicated represents an increase in the number of employees identified as Native Hawaiian or Other Pacific Islander from one to four between FYs 12 and 13. The increase is primarily attributable to an EEOC-mandated change in the method for assigning multi-racial/ethnic individuals to EEOC demographic categories (i.e., individuals formerly classed as Two or More Races are now assigned to a single demograph if White and one other race).

Occupational Categories

The majority of the MP regional workforce (942 of 967) is organized into six broad occupational categories:

Category	#	%
Officials and managers	306	32%
Professionals	304	30%
Craft Workers	132	14%
Administrative Support	111	12%
Technicians	59	6%
Laborers/Service Workers	30	3%

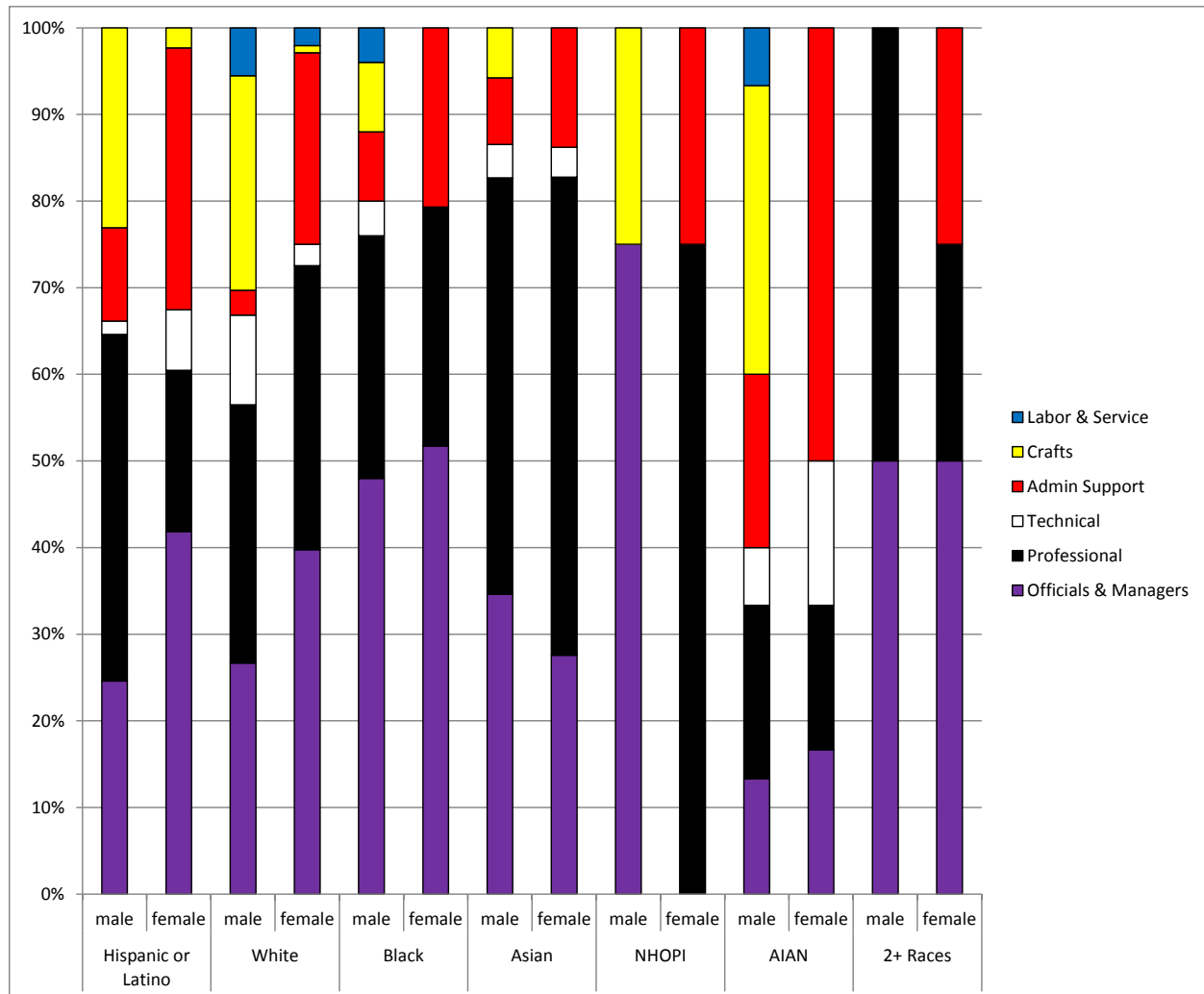


Figure 2. Distribution across occupational categories by race and sex

Figure 3 reflects a heavy concentration of female employees in administrative support positions, and lower participation in the technical, crafts,

and labor and service occupations. This pattern is most evident when the six categories are analyzed by sex alone.

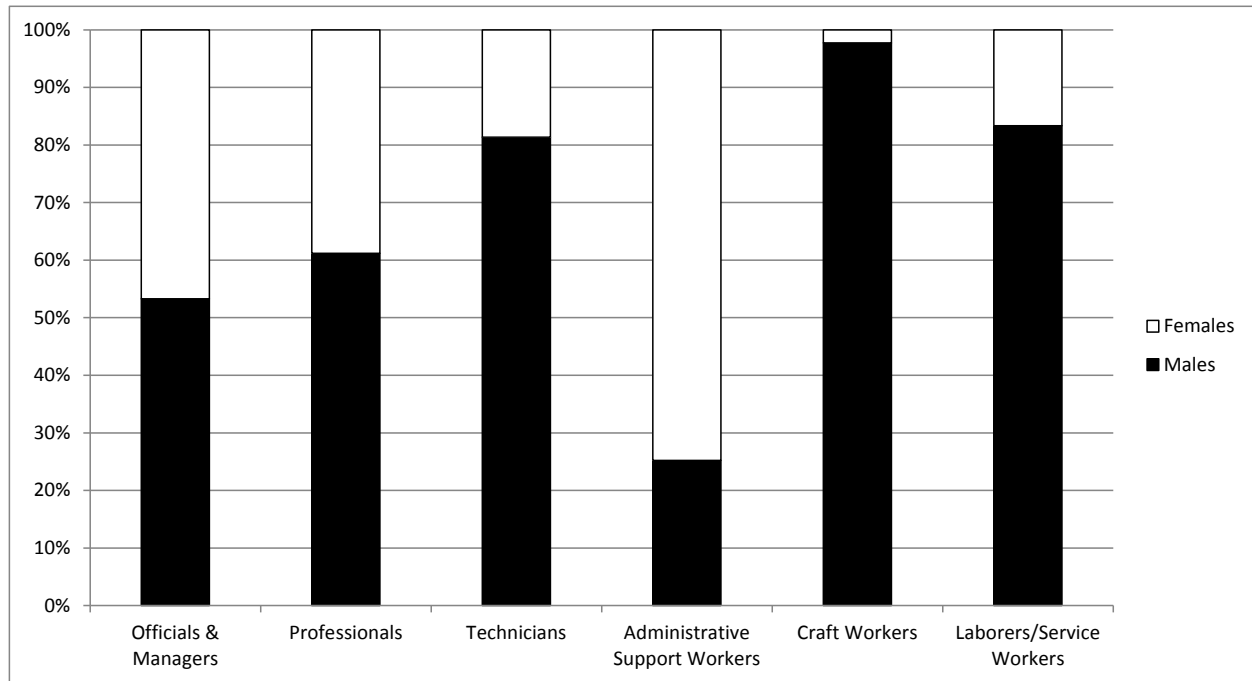


Figure 3. Administrative support, technical, craft, labor, and service occupations, male/female

Mission-Critical Occupations (MCOs)

The Bureau of Reclamation in 2013 identified twelve MCOs in its Workforce and Succession Plan, 2013-2017. Of those, we currently have EEO data for the following five job series:

- 0401 Natural Resources Management;

- 0810 Civil Engineer;
- 2210 Information Technology Management;
- 2810 High Voltage Electrician; and,
- 5352 Industrial Equipment Mechanic.

As of September 30, 2013, the distribution of male and female employees in these occupations, as compared to the Occupational Civilian labor Force (OCLF), was as follows:

Occupational Series, Job Title	Reclamation MP				OCLF	
	Males		Females		% Male	% Female
	#	%	#	%		
0401 Natural Resources Management	33	48	36	52	52	48
0810 Civil Engineer	58	73	22	28	88	12
2210 Information Technology Management	29	78	8	22	70	30
2810 High Voltage Electrician	17	94	1	6	99	1
5352 Industrial Equipment Mechanic	22	100	0	0	97	3

MP meets or exceeds the OCLF's female workforce participation rates in three of its MCOs,

with lower rates only in the IT management and industrial equipment mechanic series.

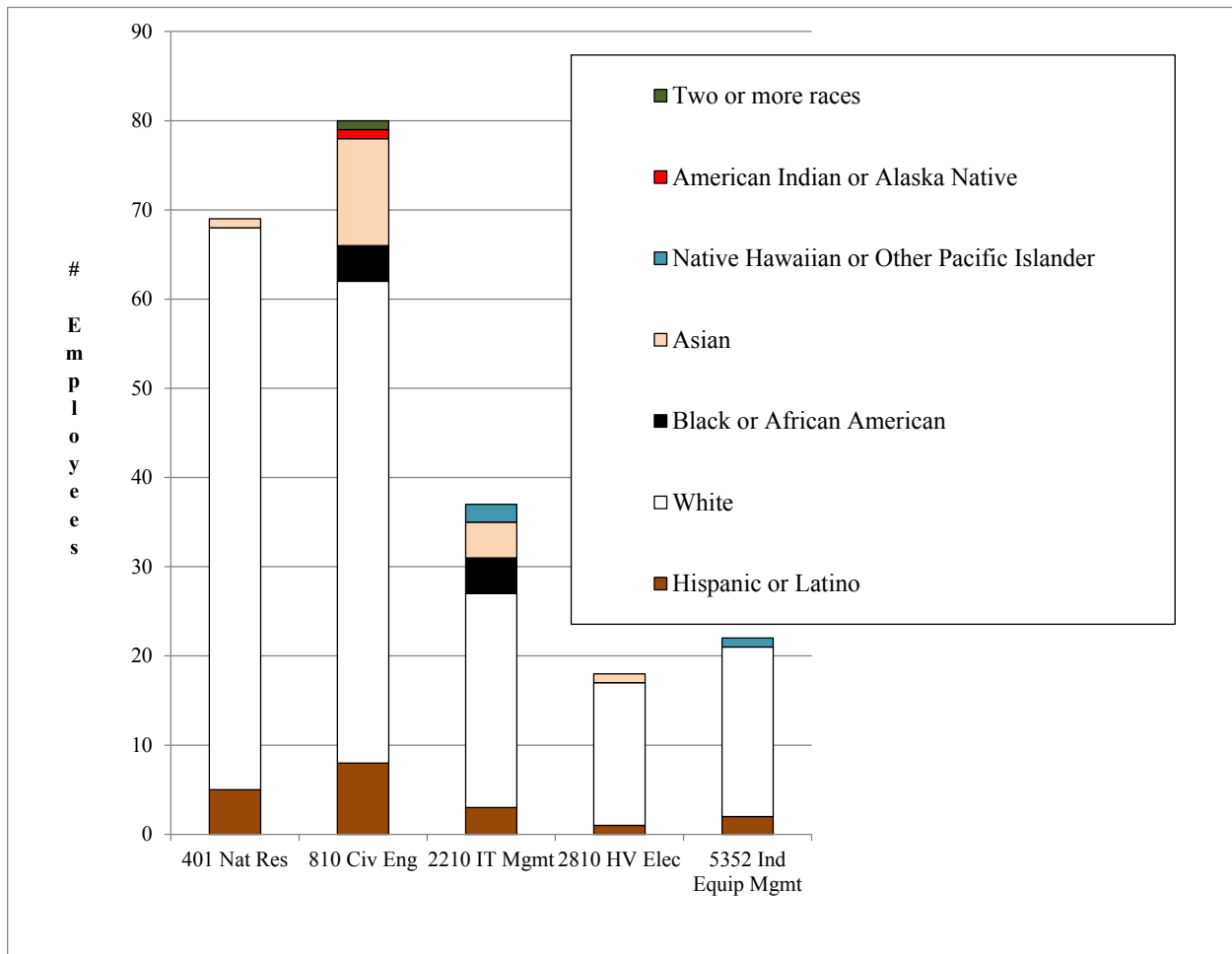


Figure 4. Distribution by race/ethnicity in MP's five MCOs, at the end of FY 2013

Current Status of MP Region

In MP Region, EEO groups participating at rates in the MCOs 2% or lower than in the OCLF are as follows:

Series/Title	EEO Group (Race/Sex)	% Under OCLF
0401 Natural Resources Management	Asian Females	-4.1
0810 Civil Engineer	White Males	-23.2
2210 Information Technology Mgmt	White Females	-15.5
	Black Males	-3.9
2810 High Voltage Electrician	Hispanic Males	-7.1
	Black Males	-8.3
5352 Industrial Equipment Mechanic	Black Males	-7.1

In FY 2013, MP had no employees with targeted disabilities in any of its MCOs.

The MPRDC Action plan will be updated with workforce participation rates for the remaining seven MCOs as data become available.

2012 Federal Employee Viewpoint Survey

MP workforce perceptions of diversity and related efforts as indicated in the 2012 Federal Employee Viewpoint Survey are shown below. On all four diversity-related measures, MP Region scored lower than Reclamation overall, as well as the Department of Interior and federal government.

34	<i>Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).</i>				
	N	Positive	Neutral	Negative	DNK
Governmentwide	625,285	56.80%	29.10%	14.10%	44,977
Department of the Interior	25,325	56.30%	28.00%	15.70%	1,440
BUREAU OF RECLAMATION	2,661	60.00%	27.10%	12.90%	144
MID PACIFIC REGION	435	56.10%	29.70%	14.20%	34

38	<i>Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.</i>				
	N	Positive	Neutral	Negative	DNK
Governmentwide	615,998	65.90%	20.00%	14.10%	51,862
Department of the Interior	24,726	66.80%	18.90%	14.30%	1,956
BUREAU OF RECLAMATION	2,592	63.30%	20.70%	16.00%	205
MID PACIFIC REGION	421	58.80%	19.90%	21.30%	45

45	<i>My supervisor/team leader is committed to a workforce representative of all segments of society.</i>				
	N	Positive	Neutral	Negative	DNK
Governmentwide	615,578	64.50%	24.60%	10.90%	49,711
Department of the Interior	24,480	63.40%	25.60%	10.90%	2,153
BUREAU OF RECLAMATION	2,552	62.20%	27.60%	10.20%	233
MID PACIFIC REGION	424	59.50%	30.40%	10.00%	43

55	<i>Managers/supervisors/team leaders work well with employees of different backgrounds.</i>				
	N	Positive	Neutral	Negative	DNK
Governmentwide	631,883	63.40%	22.20%	14.40%	24,592
Department of the Interior	25,029	60.40%	24.30%	15.30%	1,359
BUREAU OF RECLAMATION	2,606	58.70%	25.10%	16.20%	151
MID PACIFIC REGION	430	55.00%	24.80%	20.20%	33

ANALYSIS

The foregoing data reflect both strengths and weaknesses in MP's current diversity profile. The most salient area for improvement is to increase the participation rates of females in most aspects of the organization, especially in the professional, technical, craft and labor/service occupational categories. MP has female participation rates in four of five MCOs that exceed the OCLF, but when race and sex are combined, certain groups, especially White Females (IT Management) and Black Males (High Voltage Electrician and Industrial Equipment Mechanic), are well below national standards.

Although under-represented, female employees tend to hold higher-graded positions than do their male counterparts (9.6 vs. 7.9), except for AIAN females who have the lowest average grade in MP (7.3).

MP is 1% below the federal goal for employees with targeted disabilities, with 10 employees. IWTDS are not represented in any of the five MCOs analyzed herein, and as a group they have one of the lowest average grades (7.6). Unlike race or sex, we do have the ability to engage in targeted recruitment of IWTDS, and need to

ensure that our efforts to do so are truly broad in scope and are not overly focused on lower-graded positions. Confounding the issue of the representation of IWTDS in the workforce is the reluctance of some disabled employees to disclose disability status. While we must ensure our recruitment efforts are broad and vigorous in scope, it is also important to ensure that the working environment at MP is conducive to disclosure of disability status to ensure our data are accurate.

The MP workforce has indicated through the Federal Employee Viewpoint Survey certain cultural barriers to a diverse workforce which include a lack of managerial accountability for, and even awareness about, diversity and its benefits. If we wish to attract, retain and develop a truly diverse workforce, it is imperative that more is done to improve employee perceptions of leadership commitment to diversity goals.

In light of the foregoing challenges, the MP Regional Diversity Council developed three broad strategic goals designed to: (1) hold MP leadership accountable for (2) recruiting and (3) retaining a diverse workforce.

Analysis

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ACTION PLAN

Goal 1: Hold MP Supervisors and Managers Accountable for Improving Diversity in the MP Region

Strategic Goal	Objective	What is the Critical Success Factor (CSF) or Barrier?	What is the Strategy to Address the CSF or Barrier?
Diversity Accountability	In the next 5 years, improve federal employee viewpoint diversity scores on Questions 34, 38, 45, and 55 to meet or exceed government-wide averages.	<p>CSF: Manager buy-in and increased attendance at SEP events.</p> <p>Supervisory accountability for meeting EEO and diversity performance goals.</p> <p>The diversity of the workforce is considered when hiring individuals from the pool of qualified candidates.</p> <p>Barriers: Heavy workload; lack of awareness.</p>	<p>Increase Special Emphasis Program awareness and attendance at special observances at Regional Office and Area/Field Offices.</p> <p>Supervisor and manager performance ratings reflect diversity efforts, or lack thereof (i.e., completion of mandatory annual EEO/diversity training and participation in outreach and recruitment tied to performance ratings and bonuses, etc.).</p>
Activities			
June 2014	Regional Director (RD) to issue regional letter on evaluating supervisory performance element 1 (EEO/diversity).		
April 1 – September 30, 2014	MPRDC to develop measures for hiring official accountability for FY15 implementation by RD		
September 30, 2014	Diversity Specialist to determine SEP event attendance baseline in 2014 by collecting data at each event		
2014-19, ongoing	Diversity Specialist to host SEP events in Area Offices in Qs 2, 3, and 4 every year		
2014-19, ongoing	HR and EEO work together to conduct recruitment consultations		
2014-19, ongoing	Equal Employment and Human Resources Officers report diversity metrics quarterly at RMT meetings.		

Goal 2: Recruit a diverse workforce.

Strategic Goal	Objective	What is the Critical Success Factor (CSF) or Barrier?	What is the Strategy to Address the CSF or Barrier?
Recruitment of a diverse workforce	In the next 5 years: - Meet or exceed the federal employment goal of 2% for persons with targeted disabilities; and, - Meet or exceed the National Civilian Labor Force (NCLF) percentages for women and African-Americans	CSFs: Management support to hire IWTDS, women, and/or African-Americans; continue and diversify outreach efforts.	Outreach to IWTDS, thereby meeting or exceeding federal high of 2% of workforce (~ 20 employees). Step up outreach efforts to women and African-Americans, thereby establishing a trend toward meeting the NCLF percentages. Assign specific recruitment targets for individuals with targeted disabilities in select program offices. Managers and supervisors who participate in outreach activities with the Diversity Specialist during the performance year may cite these activities to support a performance rating above fully successful (i.e., Level 3).
Activities			
September 30, 2014	RDC to develop plan to assign specific recruitment targets for select program offices.		
2014-19, ongoing	Managers and supervisors, with assistance from Diversity Specialist, to conduct outreach activities with Minority Serving Institutions (MSIs ⁵), veterans' organizations, departments of rehabilitation, community outreach organizations (e.g. Urban League), and professional organizations.		
2014-19, ongoing	Diversity Specialist to provide advance notice to managers and supervisors of upcoming outreach activities to invite their active participation.		
2014-19, ongoing	Diversity Specialist to conduct four trainings per year (once per quarter) for managers and supervisors on the use of special hiring authorities (credit to be counted toward annual 4-hour diversity training requirements)		
2014-19, ongoing	Diversity and EEO Specialists to ensure pre-hiring consultations include in-depth discussion of organizational demographics and special hiring authorities and their advantages.		

Goal 3: Retain a diverse workforce.

Strategic Goal	Objective	What is the Critical Success Factor (CSF) or Barrier?	What is the Strategy to Address the CSF or Barrier?
Retention of a diverse workforce, representative of the NCLF	Determine whether or not voluntary non-retirement turnover is due to a perceived lack of advancement opportunities for under-represented groups.	Barrier: Lack of system in place to determine why people are leaving.	Conduct barrier analysis on exit survey data to determine whether or not voluntary non-retirement turnover is due to a perceived lack of advancement opportunities for under-represented groups.
Activities			
December 2014	Gather exit survey data for FY14 Q4 and FY15 Q1		
June 30, 2015	Complete analysis of exit survey data		
September 30, 2015	Complete Action Plan to address barriers weaknesses identified in exit survey data analysis.		

⁵ MSIs are federally recognized Title IV colleges and universities eligible for federal funding under Title III of the Higher Education Act of 1965, because of percentages of enrolled minority students.