

Department of the Interior Diversity and Inclusion Strategic Plan

The Department of the Interior (DOI) is submitting this Diversity and Inclusion Plan (Plan) pursuant to President Obama's *Executive Order 13583 on Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce* (Executive Order). The Plan meets the requirements of the *2011 Government-Wide Diversity and Inclusion Strategic Plan*, which outlines the implementation of the President's Executive Order.

On August 16, 2010, Secretary Ken Salazar issued the DOI Inclusive Workplace Strategy (Strategy) to assistant secretaries and bureau directors, and released an Inclusive Workplace Statement to the entire workforce. Focusing on long-term organizational success and sustainability, the Secretary instructed leadership to maximize their efforts to recruit and hire exceptional individuals from every background and every community, and to employ America's best talent in Interior.

The efforts to date to implement the inclusive workplace concept are creating a workplace in which everyone is fully engaged and their skills and talents are fully utilized; our focus is on encouraging participation and creating an environment deemed welcoming and fair. Diversity training and education programs are being transformed, moving the focus from traditional anti-discrimination compliance, to a broader dialog about organizational development and talent management.

The DOI Strategy is in its early stages of implementation—but already there are unmistakable indicators of progress. Action plans are being implemented, and Interior's leaders are proving they can meet and exceed the challenge of delivering on the inclusive workplace vision. The transformation is being embraced internally and externally with stakeholders, particularly since President Obama issued his Executive Order.

DOI leaders are seeing inclusivity as an advantage and have been given the responsibility and the autonomy to develop sensible and sustainable approaches for building and retaining a diverse workforce. They are communicating—in word and deed—their commitment to institutionalizing recruiting, hiring and promotion procedures that are based on merit, and do not deliberately or inadvertently exclude anyone from competing.

The Strategy aims at making DOI the best place to work in America, where all of our employees are respected, quality of work life is valued, and everyone achieves their potential. The performance criterion in the DOI Strategy fits within the strategic lenses of the Executive Order and incorporates the three goals and seven priorities established by the *Government-Wide Diversity and Inclusion Strategic Plan*.

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GOAL 1 - WORKFORCE DIVERSITY: Recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society.

● **Priority 1.1:** Design and perform strategic outreach and recruitment to reach all segments of society.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Collect and analyze applicant flow data	Develop capability to collect and analyze applicant flow data	Director of Human Resources Director of Civil Rights	Fiscal Year 2012
2. Coordinate outreach and recruitment strategies to maximize ability to recruit from a diverse, broad spectrum of potential applications, including a variety of geographic regions, academic sources, and professional disciplines	Implement action items identified in the Management Directive 715 and Federal Equal Opportunity Recruitment Program reports	Director of Civil Rights Director of Human Resources	Ongoing
	Establish regional recruiter positions and hire top-notch recruiters	Bureau Directors	Completed FY 2011
	Recruit employees into the Partnership for Public Service's <i>Annenberg Speakers Bureau</i> to provide college students with information on DOI	Chief Diversity Officer	Ongoing
	Establish a DOI Student Ambassadors Program to increase brand awareness of DOI on select campuses and develop a talent pipeline for entry-level and internship positions	Chief Diversity Officer	Completed September 2011
	Establish mutually beneficial relationships with partners and stakeholder organizations	Chief Diversity Officer	Ongoing

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Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
<p>3. Ensure that outreach and recruitment strategies designed to draw from all segments of society, including those who are underrepresented, are employed when using staffing flexibilities and alternative hiring authorities</p>	<p>Build alliances with other federal agencies to increase capacity to diversify applicant pools and build sustainable talent pipelines</p>	<p>Chief Diversity Officer</p>	<p>Ongoing</p>
	<p>Implement action items identified in the Management Directive 715 and Federal Equal Opportunity Recruitment Program reports</p>	<p>Director of Civil Rights Director of Human Resources</p>	<p>Ongoing</p>
	<p>Fully utilize the authorities under the Public Land Corps Act of 1993 and the Youth Conservation Corps Act of 1970 to employ, educate, and engage young people from all backgrounds in exploring, connecting with and preserving America's natural and cultural heritage</p>	<p>Director of Youth in the Great Outdoors</p>	<p>Ongoing</p>
<p>4. Develop strategic partnerships with a diverse range of colleges and universities, trade schools, apprentice programs, and affinity organizations from across the country</p>	<p>Identify opportunities for Employee Groups to support implementation of the Inclusive Workplace Strategy</p>	<p>Chief Diversity Officer</p>	<p>Fiscal Year 2012</p>
	<p>Assess current partnerships and practices to identify opportunities to improve efficiency and effectiveness and work more collaboratively around recruiting top talent from every background and community</p>	<p>Director of Civil Rights Chief Diversity Officer</p>	<p>Fiscal Year 2012</p>

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Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
5. Involve managers and supervisors in recruitment activities and take appropriate action to ensure that outreach efforts are effective in addressing barriers	Institute a Diversity Change Agent Program and train agents to lead efforts to educate the workforce about diversity—what it is, why it is important, and how to guide them towards achieving it	Chief Diversity Officer	Completed August 2010
6. Review and ensure that student internship and fellowship programs have diverse pipelines to draw candidates from all segments of society	<p>Conduct barrier analysis required by Management Directive 715</p> <p>Develop and deliver a course of instruction designed to strengthen talent management processes and procedures to have in place integrated human capital schemes, policies, procedures and practices that promote and enable collaboration between human resources, EEO, youth programs, and managers and supervisors</p>	<p>Director of Civil Rights</p> <p>Chief Diversity Officer Director of Civil Rights Director of Human Resources</p>	<p>Ongoing</p> <p>Pilot course delivered February 2012</p>

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● **Priority 1.2:** Use strategic hiring initiatives for people with disabilities and for veterans, conduct barrier analysis, and support Special Emphasis Programs (SEPs), to promote diversity within the workforce.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Review results of barrier analyses required under MD 715, develop action plans to eliminate any identified barrier(s), and coordinate implementation of action plans	Conduct barrier analysis required by Management Directive 715, develop action plans to eliminate any identified barrier(s), and coordinate implementation of action plans	Director of Civil Rights	Ongoing
2. Use Schedule A hiring authority for people with disabilities and Veteran Hiring Authorities as part of strategy to recruit and retain a diverse workforce	Integrate non-competitive/special hiring authorities training into Supervisory Development Programs	Director of Human Resources Director of Strategic Employee and Organization Development	Fiscal Year 2012
3. Support SEPs and appoint SEP Managers as advisors on hiring, retaining and promoting a diverse workforce	Develop and deliver a course of instruction designed to strengthen talent management processes and procedures to have in place integrated human capital schemes, policies, procedures and practices that promote and enable strategic partnerships between SEPs and managers and supervisors	Chief Diversity Officer Director of Civil Rights Director of Human Resources	Pilot course delivered February 2012

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GOAL 2 - WORKPLACE INCLUSION: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

● **Priority 2.1:** Promote diversity and inclusion in leadership development programs.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Review leadership development programs, determine whether they draw from all segments of the workforce, and develop strategies to eliminate barrier(s) where they exist	Finalize and implement the DOI Leadership Roadmap, which outlines leadership opportunities appropriate for employees at all grade levels	Director of Strategic Employee and Organization Development	Fiscal Year 2012
	Advertise announcements of leadership programs on the DOI website, through the DOI University catalog, and to all employees vis-à-vis LAN messages	Director of Strategic Employee and Organization Development	Fiscal Year 2012
2. Enhance mentoring programs within agencies for employees at all levels with an emphasis on aspiring Executive level employees	Institute formal and informal mentoring programs that encompass guided mentoring opportunities and self-directed mentoring options	Director of Strategic Employee and Organization Development	Implemented 2011
3. Develop and implement a succession planning system for mission-critical occupations that includes broad outreach to a wide variety of potential leaders	Design and deploy new strategic workforce and succession planning programs that use guided inquiries and incorporate risk assessment of funding, workload, people and positions	Deputy Assistant Secretary for Human Capital and Diversity	Fiscal Year 2012

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GOAL 2 - WORKPLACE INCLUSION: Cultivate a culture that encourages collaboration, flexibility, and fairness to enable individuals to contribute to their full potential and further retention.

● **Priority 2.2:** Cultivate a supportive, welcoming, inclusive and fair work environment

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Use flexible workplace policies that encourage employee engagement and empowerment, including, but not limited to: telework, flexiplace, wellness programs, and other work-life flexibilities and benefits	Establish goals for telework for each bureau and office. Form a steering committee composed of senior executives to provide governance to the program and promote the use of this flexibility across the Department	Director of Human Resources	Fiscal Year 2012
2. Support participation in employee affinity and resource groups and provide such groups with access to agency senior leadership	Conduct a workshop for employee groups for the purpose of framing the future role of employee groups in obtaining and keeping America's best talent in DOI	Chief Diversity Officer Director of Civil Rights	Fiscal Year 2012
3. Administer a robust orientation process for new Federal employees and new members of the SES to introduce them to the agency culture and to provide networking opportunities	Evaluate current employee and new SES orientation programs and practices to identify opportunities to improve effectiveness Develop and implement improvement plan	Director of Human Resources Director of Strategic Employee and Organization Development	Fiscal Year 2012

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Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
<p>3. Ensure that all SES members, managers, supervisors and employees throughout the agency have performance measures in place to ensure the proper execution of the agency's strategic plan, which includes diversity and inclusion, and that all are trained regarding relevant legal requirements</p>	<p>Implement diversity performance element for senior executives and managers and supervisors to hold appropriate leaders accountable for the successful implementation and progress of diversity and inclusion plans</p> <p>Provide diversity and inclusion training to the DOI workforce</p> <p>Provide EEO training to the DOI workforce</p>	<p>Assistant Secretaries Bureau Directors Office Directors Director of Human Resources</p> <p>Chief Diversity Officer</p> <p>Director of Civil Rights</p>	<p>Completed FY 2010</p> <p>Ongoing</p> <p>Ongoing</p>
<p>4. Develop and widely distribute a set of diversity and inclusion measures to track agency efforts and provide a mechanism for refining plans</p>	<p>Develop and widely distribute a measurement component for diversity and inclusion plans to track progress towards a more inclusive workplace</p> <p>Institute quarterly diversity and inclusion performance briefings to keep the Secretary apprised of diversity and inclusion progress and achievements</p>	<p>Chief Diversity Officer</p> <p>Assistant Secretaries Bureau Directors Chief Diversity Officer</p>	<p>Completed FY 2011</p> <p>Instituted FY 2011 Ongoing</p>

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GOAL 3 - SUSTAINABILITY: Develop structures and strategies to equip leaders with the ability to manage diversity, be accountable, measure results, refine approaches on the basis of such data, and engender a culture of inclusion.

● **Priority 3.2:** Fully and timely comply with all Federal laws, regulations, Executive Orders, management directives, and policies related to promoting diversity and inclusion in the Federal workforce.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
1. Employ a diversity and inclusion dashboard with metrics as a tool for agency workforce planning and reporting	Develop a diversity and inclusion dashboard with metrics as a tool for workforce planning and reporting	DAS for Human Capital and Diversity Chief Diversity Officer	Fiscal Year 2012
2. Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive Orders, management directives, and policies. Where an agency fails to do so, OPM will issue a Diversity and Inclusion Improvement Notice and notify the President's Management Council (PMC) of the deficiency	Timely submit to the U.S. Office of Personnel Management (OPM) reports required by Federal laws, regulations, Executive Orders, management directives, and policies	Chief Diversity Officer Director of Human Resources Director of Civil Rights	Ongoing

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● **Priority 3.3:** Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.

Action Required by EO	DOI Strategic Activities	Responsible Official(s)	Target Completion/Status
<p>1. Create a formal diversity and inclusion council at each agency with visible leadership involvement</p>	<p>Create formal diversity and inclusion councils at headquarters, regional, and state levels</p>	<p>Bureau Directors Regional Directors Diversity Change Agents</p>	<p>Ongoing</p>
	<p>Release Inclusive Workforce Statement to communicate clear vision and create a guiding principle to unify the efforts of everyone involved</p>	<p>Secretary</p>	<p>Completed August 2010</p>
	<p>Issue memorandum in support of the Secretary's Statement to promote ownership and support for strategy and execution of the Inclusive Workforce Strategy</p>	<p>Bureau Directors</p>	<p>Completed January 2011</p>
	<p>Create diversity and inclusion video clips to communicate why the current and future success of DOI's bureaus is tied directly to the need for diversity and inclusion</p>	<p>Bureau Directors</p>	<p>6 Video clips completed</p>

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<p>2. Participate in, and contribute to, OPM’s Diversity and Inclusion Best Practice Program, pursuant to Executive Order 13583</p>	<p>Participate as an OPM partner agency in providing guidance to agencies concerning formulation of Federal agency-specific diversity and inclusion strategic plans</p>	<p>Chief Diversity Officer Director of Civil Rights</p>	<p>Ongoing</p>
<p>3. Ensure all employees have access to diversity and inclusion training and education, including the proper implementation of the Agency-Specific Diversity and Inclusion Strategic Plan as well as relevant legal requirements</p>	<p>Utilize Diversity Change Agents to train and educate the workforce about diversity and bureau-specific diversity and inclusion implementation plans</p> <p>Provide EEO training to the DOI workforce</p>	<p>Chief Diversity Officer</p> <p>Director of Civil Rights</p>	<p>Ongoing</p>