

InHRQuarterly

INFORM | INNOVATE | INSPIRE

In this issue:

CFC Special Solicitation
Employee Assistance Program
Workers' Compensation
Dependent Care FSA
AAPI Heritage Month
Federal Executive Boards
Progress Reviews
Decline in Harassing Conduct
Effective Communication
My DOI Career is a Culture

Message from the Director

My hope is that, despite these challenging times, you can utilize the many services, flexibilities, and entitlements the Department offers. In this newsletter we have provided details on DOI's Employee Assistance Program (EAP) available to all our employees.

Additionally, I encourage all employees to visit the [DOI COVID-19 Information Portal](#). Many offices contribute valuable content to this SharePoint site on topics related to human resources, health and safety, teleworking, first responders, [Families First Coronavirus Response Act](#), and more. Employees do have to use their PIV card but do NOT have to VPN into the network.

If you have questions related to Human Resource flexibilities during COVID-19, please work with your servicing HR office and if they cannot answer your questions, they can quickly reach out to our office. I am so proud to work at such a wonderful agency that cares about our employees, has authorized the use of 20 hours per biweekly pay period for care-giving needs for teleworkers and authorized widespread telework to protect our safety and health.

Thank you all for your service and those reporting to work during these challenging times.



Jennifer Ackerman
Director, Office of Human Capital & Deputy Chief Human Capital Officer

CFC SPECIAL SOLICITATION

Helping people through the COVID-19 pandemic

The COVID-19 global pandemic is putting a strain on resources everywhere. Your generous donations through the 2019 CFC are already providing critical support during this difficult year. Thank you. OPM has reopened CFC online giving portal through June 30, 2020, as an opportunity to do even more, if you are able. Here's how:

1. Use our safe and proven pledge portal

Log in to your account or create a new account at opm.gov/ShowSomeLoveCFC or use the mobile giving app.

2. Choose your charities

The more than 6,000 qualified 501(c)(3) charitable organizations in the CFC face increased demand for their services and are often on the front lines responding to needs, but are struggling with reduced resources due to limited donations and canceled fundraising events.

3. Give what you can

The special solicitation at opm.gov/ShowSomeLoveCFC allows existing donors to make a supplemental, one-time or recurring contribution via credit/debit card or e-check.

New donors can also pledge via payroll allotment. Charities will receive donations as unrestricted funds, without being charged a distribution fee or having to devote precious resources to fundraising.

4. Help is on the way

Your online donations will be distributed as early as May 15, 2020. Supporting charities in this way empowers them to do what they do best, benefiting all of our communities locally and around the world during this time of great need.



A quarterly publication from the U.S. Department of the Interior Office of Human Capital. Visit the [Office of Human Capital](#) website for more resources and information for managers, employees, and HR professionals.

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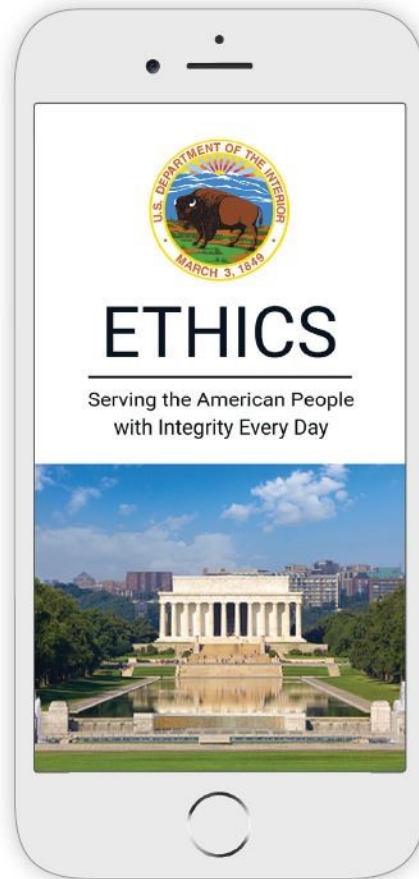
U.S. Office of Personnel
Management

Deadlines:

The submission deadline for the August issue is **July 15**.

Want to submit an article or Ask the Specialist a question? Visit the [Office of Human Capital](#) website for guidelines or email [Kelly Sewell](#).

InHR Quarterly is solely for informational purposes and does not authorize official action. Views and opinions expressed are not explicitly those of the Department of the Interior.



The DOI Ethics app answers your ethics questions on the go.

- The quick reference Ethics Library keeps the Federal rules at your fingertips.
- Quickly access Bureau contacts to get more information when you need it.
- Easily connect with a DOI Ethics Specialist for advice.
- The app is free.

Search *DOI Ethics* and download!



New DOI Ethics App

The Departmental Ethics Office (DEO) is excited to announce the launch of the Department of the Interior Ethics App (DOI Ethics App). The DOI Ethics App provides immediate access to Federal ethics laws and rules, forms, and contact information for ethics officials around the clock. Departmental employees can use the DOI Ethics App to find guidance on various ethics topics including conflicts of interest and impartiality, gift acceptance, and misuse of position along with the latest ethics updates and deadlines for various ethics requirements.

The DOI Ethics App will be added to official Apple government furnished equipment provided by the Department. If employees have Android government furnished equipment, they can download the app in the Department's app catalog. If employees do not have government furnished equipment, the app is available to be downloaded for free in the App Store or Google Play on personal electronic devices. Just search for "DOI Ethics" and click download.

If employees have questions about the app and how to download it, they can contact the DEO Training, Education and Communications Branch at DOI_Ethics_Training@sol.doi.gov.

The Employee Assistance Program is here for you!

By: Joy Buhler, DOI

In these times of uncertainty, the Department's Employee Assistance Program (EAP) provider, Espyr, is here to assist you. Espyr is fully operational to assist employees and their dependent family members with the services normally available from the provider. Licensed Clinical Social Workers are available to provide confidential counseling to you and your family via telephone or other electronic means.

DOI's EAP offers professional, confidential short-term counseling and consultation, assessment, and referral services for a wide range of personal issues that may affect you at work as well as in your personal life. Services are available at no cost to you or members of your family. Espyr professionals will help you identify and clarify your concerns, look at all the options, and develop a plan of action to create solutions that work. If additional assistance is needed, you will be referred to the most appropriate and affordable resources.

Espyr provides the following highly experienced clinical providers:

- Licensed psychologists
- Licensed clinical social workers
- Licensed professional counselors
- Licensed marriage and family therapists
- Certified alcohol and drug counselor

Espyr consultants also include:

- Attorneys
- Eldercare specialists
- Financial advisors
- Childcare specialists

For a review of services provided by EAP employees, visit www.doi.gov/pmb/hr/eap or contact Espyr directly at:

- Call 1-800-869-0276: a live counselor is available 24 hours a day, 7 days a week
- Visit <https://espyr.com/sign-in/>: use password "interioreap"

ESPYR
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CELEBRATING
30
YEARS



MEMORIAL DAY

May 25, 2020

We remember and honor those who gave their lives in service to America. "Visit" the places that preserve and educate the public about America's military history by [finding your virtual park](#).

Left: U.S. Marine Corps War Memorial. NPS Photo.

Workers' Compensation Corner: Telework & Workers' Comp

By: Janet Jacobs, DOI

With the federal government allowing maximum telework to help ward off the spread of the coronavirus, bureaus must be prepared to address workers' compensation issues for injuries that arise in the home. Injuries that occur in the office during the performance of duty may be covered by the Federal Employees' Compensation Act (FECA) even in a break room or elsewhere in the building. However, the same coverage may not apply to an employee injured while teleworking, except when the injury is sustained while in the performance of official duties.

Performance of Duty – Telework:

- Employees may be in the performance of duty while teleworking. This will be evaluated on a case-by-case basis by the Department of Labor's Office of Workers' Compensation (OWCP) Claims Examiner.
- "Personal Comfort" doctrine does not apply.
 - ◊ "Personal Comfort" doctrine is a legal principle that states that the course of employment is

not interrupted by certain acts relating to the employee's personal comfort such as short breaks for eating, drinking, using the restroom...

- ◊ An agency can exercise control of the work environment on its premises and can maintain safety to reduce the likelihood of workplace injury. However, the environment of an employee's home is not under the agency's control and is treated differently from an injury that occurs on the agency's premises.
- When an employee claims an injury while teleworking, the employing agency should provide to (OWCP):
 - ◊ Arrangements made for performing work at home,
 - ◊ Particular work employee was performing when injured, and
 - ◊ Official supervisor's opinion on whether employee was performing official duties at the time of the injury.

Potential scenarios:

Q: If I am teleworking and someone in the house is sick with the coronavirus and I get it, am I covered?

A: Being in contact with family members is not considered in the performance of official duty.

Q: If I take a coffee break or step outside to get some fresh air and fall causing injury, am I covered?

A: FECA does not cover "personal comfort" in the home and does not cover breaks or time away from your designated work area.

Q: If I am adjusting my thermostat because it is too hot or cold in the house to work and fall, am I covered?

A: This is not considered in the performance of official duty.

Q: If I am having issues with the internet (which is required to do my job) and get up from my desk to fix the issue, am I covered?

A: Maintenance of the internet connection is not part of official duties.

DONNA J. SHAVER, PH.D.

2020 FINALIST
SCIENCE AND ENVIRONMENT



Congratulations [Dr. Donna J. Shaver](#) for being selected as a 2020 Sammies Finalist in the Science and Environment category. Dr. Shaver is the Chief of the Division of Sea Turtle Science and Recovery for the National Park Service in Corpus Christi, Texas. Her work was critical in keeping the Kemp's ridley sea turtles from extinction by protecting and preserving the nests at Padre Island National Seashore. As a Finalist, Dr. Shaver is in the running for the Sammies People's Choice Award. You can [vote for Dr. Shaver](#) every day until June 26!



SAMUEL J. HEYMAN

SERVICE to AMERICA MEDALS

Dependent Care Flexible Spending Accounts

By: Joy Buhler, DOI

As more dependent care providers and schools respond to the call for social distancing, participants may feel the need to make a change to their Dependent Care Flexible Spending Account (DCFSA) election. Employees who have experienced a Qualifying Life Event (QLE) may change to their DCFSA election.

Qualifying Life Events

The IRS determines what counts as qualifying life events for DCFSA participants. QLEs include:

- Change in employment status for you, your spouse, or dependent
- Change in legal marital status (marriage, divorce, or death of your spouse)
- Change in the number of your

dependents (birth or adoption of a child, or death of a dependent)

- Change in your dependent's eligibility (for example, your child reaches age 13 and is no longer eligible under a DCFSA)
- Change in childcare or elder care provider, change in cost, or change in coverage.

Before Requesting a Change

If you or your dependents experience a QLE, you may enroll in FSAFEDS, or if you're already enrolled, you may change your current election(s). However, your requested change must be consistent with the event that prompted the election change. For example: If your spouse decides to stay home with your child and you no longer have eligible daycare costs, you may wish to decrease your DCFSA election.

How to Request a Change

To request a change, you must notify FSAFEDS anywhere from 31 days prior to 60 days after the date of the qualifying event. Speak with an FSAFEDS Benefits Counselor toll-free at 877-FSAFEDS (372-3337), TTY: 866-353-8058, Monday through Friday from 9 am until 9 pm Eastern Time. You will receive a confirmation of your QLE approval (or denial) within five to seven business days.

After Requesting a Change

Payroll changes will be effective on the first pay period following approval (by FSAFEDS) of your QLE. If the QLE is due to the birth of a child, your effective date will be retroactive to the date of birth, adoption, or placement for adoption. Your new deduction amount will go into effect the first pay period following approval.

June is Elder Abuse Awareness Month

By: DOI Office of Law Enforcement and Security Victim Assistance Program

In case you missed it, the Department of the Interior along with Department of Justice, Office for Victims of Crime (OVC) recognized National Crime Victim Rights Week on April 19-25, 2020. OVC led communities in honoring victims of crime and survivors. This year's theme was *Seek Justice, Ensure Victims' Rights-Inspire Hope*. The theme encourages victims, survivors, and advocates to help raise awareness about the rights and abuse of *any* crime victim. It reassured victims that services are available to support all victims, including protecting and preventing abuse to the elderly—one of the most vulnerable populations. In June, we look forward to observing Elder Abuse Awareness Month and educating employees about this crime.

What is Elder Abuse?

Elder abuse is an intentional or negligent act by any person that causes harm or a serious risk of harm to an older adult. It is a term used to describe five types of elder abuse: physical, financial fraud,

neglect/abandonment, psychological, and sexual abuse and is a serious crime against one of the most vulnerable populations.

Did you know?

- Elder abuse is underreported
- Approximately 1 in 10 seniors are abused each year
- Abused seniors are 3 times more likely to die than non-abused seniors
- Abused seniors are more likely to be placed in nursing homes than non-abused seniors
- Abused seniors are often victims of scams and other financial exploitation
- According to some research, family members or someone the senior knows is often the abuser or has knowledge about the abuse

Steps You Can Take to Protect Seniors:

- Listen to older adults
- Get involved when you suspect abuse



- Share the DOJ Victim Connect Hotline, 1-855-484-2846
- Watch for signs
- Call Adult Protective Services in your area
- Call the police to make a report or do a welfare check
- 911, if there is immediate danger

The 2020 National Crime Victims' Service Awards Ceremony that was originally scheduled for April 24, 2020 has been postponed to October 2, 2020 in Washington, DC due to the pandemic. Visit the [OVC website](https://www.ovc.gov) to get updates about the new date, view videos of award recipients from previous years, and find out about virtual gatherings and other social media events that took place during National Crime Victims Rights Week on April 19-25, 2020.

To find out more about elder abuse and other victims of crime, go to www.ovc.gov. If you have other questions or want additional resources, contact DOIVAP@ios.doi.gov.



DOI Celebrates AAPI Heritage Month

By: DOI Office of Civil Rights

Each May, DOI observes Asian American and Pacific Islander (AAPI) Heritage Month. AAPIs are a significant part of America's history and their contributions have led to innovations in government, science, entertainment, business, and more. AAPI are the fastest growing ethnic group in the United States and make up 2.8% of DOI's workforce. The AAPI community consists of culturally and linguistically diverse people, representing populations from over 20 countries and islands and dozens of unique languages and dialects. Today, the United States has a population that includes more than 22.6 million Asian Americans, and 1.6 million Native Hawaiian and Other Pacific Islanders (U.S. Census).

The 2020 theme for AAPI Heritage Month is "Unite Our Nation by Empowering Equality" which encourages civic engagement and increased representation of AAPIs across the country. This theme is a timely reminder for all Americans to participate in the 2020 Census and upcoming elections.

Virtual Ways to Celebrate AAPI Heritage Month:

- Watch the new PBS docuseries, [Asian Americans](#)
- Join the [Federal Asian Pacific American Council DOI \(FAPAC-DOI\)](#) chapter, DOI's employee resource group for the AAPI community
- Learn about AAPI heritage and upcoming events in the [FAPAC AAPI Resource Center](#)
- Watch one of the [White House Initiative on AAPIs \(WHIAAPI\) Virtual Events](#)
- Visit the National Park Service's [AAPI Heritage Month website](#)



Hula performance at the Hawai'i Volcanoes National Park's 32nd Annual Cultural Festival. Photo by NPS.



Federal Executive Boards: Communication, Connection, Collaboration

Federal Executive Boards (FEBs) are interagency organizations that serve as a point of coordination outside of Washington, DC. FEBs are located in cities that are major centers of Federal activity and are composed of Federal field office agency heads and military commanders in these areas.

The Department of the Interior is the sponsoring agency of the Minnesota Federal Executive Board (FEB). Two experts share about this relationship and how FEBs can be an excellent resource. **Paula Bridgham** is the Director of Federal Executive Board Operations at the U.S. Office of Personnel Management. **Marianne Pagerit** is the Assistant Director of the FEB of Minnesota within the Department of the Interior Office of Emergency Management.

What are FEBs and what do they do?

PB: The 28 Federal Executive Boards (FEBs) increase the effectiveness of the Federal Government by strengthening the coordination of government activities through communication, coordination, and collaboration with local member agencies. They contribute to improved government operations by identifying strategic partners and bringing them together to focus on three Strategic Goals: Emergency Preparedness, Employee Safety, and Security; Workforce Development and Support; and Strategic Partnerships. Given that FEBs are interagency organizations, they focus on government-wide initiatives. Approaches vary based on the needs of the local Federal community.

MP: DOI has been the sponsoring agency of the Federal Executive Board of Minnesota (FEB-MN) since 1969. At that time, OPM facilitated the relationship with DOI to establish the FEB-MN. We are coordinated out of the DOI Office of Emergency Management. This lines up well for us because

Emergency Preparedness one of our lines of business.

How does the work of FEBs relate to the agencies they support?

PB: While each department and agency has a specific mission, the work of the FEBs addresses initiatives, challenges, and goals that cut across the local agencies. For example, FEBs host interagency emergency planning exercises for local agencies, Federal retirement benefits education, and coordinate events to educate the public about Federal success stories and promote civil service opportunities.

MP: Each FEB tailors their activities to their local communities' needs. The FEB-MN is unique because we're a state-wide FEB while many FEBs are city or regionally focused. We cover the whole state of Minnesota, North Dakota, and western Wisconsin. A lot of our support is for Federal field offices and differs from other FEBs that may support regional offices.

Our activities are based on the needs of our agencies. On January 25, we held a "Government on Display Expo," at the Mall of America. The Expo hosted a naturalization ceremony and 22 Federal agencies at a public outreach fair, exposing our agencies to about 20,000 people in one day. We also have a great partnership with FEMA to provide emergency management training for Federal employees, and we have opened it up to state, local, and tribal government employees as well. It's a great opportunity for Minnesota Federal employees to get the training they need, while networking with their local counterparts. One of our highest demand events is our Diversity and Inclusion Council's school supply drive. Agencies donate supplies for the year to four underserved schools in our metro area and the U.S. Postal Service even helps deliver the supplies in a postal van.

How can Federal agencies leverage their local FEB?

PB: Local agency leaders can look to the FEB as resource for networking with other agency leaders to foster comradery and working relationships. This enhances coordination and collaboration to advance national and local initiatives and achieve noteworthy outcomes.

Federal agencies can ensure the engagement of senior officials in the field to contribute to an active Board. To serve as an effective resource for agencies, FEBs rely on their members to help determine the needs of the local Federal community. In turn, FEBs develop services to meet those needs, and assist local agency leaders by providing quality programs and activities that benefit agency employees.

MP: FEBs exist to be a resource to the community. FEB-MN offers Federal agencies positive exposure to the public and works on behalf of agencies to bring cost-effective training to their employees. We also have various councils and programs that employees can get involved with. There are few opportunities to connect with colleagues in other agencies in a meaningful way and FEBs do a great job of facilitating those conversations.

Learn more about FEBs and find an FEB near you at www.feb.gov.

Why Do We Do Progress Reviews?

By: Tina Walton, DOI

Clear expectations and ongoing feedback are essential elements of a performance management system. You can manage your performance when you have the information you need to measure what you are doing and compare that to what you are supposed to do. Progress reviews are done approximately midway through the performance appraisal period, even if there is a change in employee's position or rating official. Ratings are not issued for progress reviews.

Giving feedback to employees is not always an easy thing to do and negative feedback may not be well-received. Without accurate and timely feedback, employees will not know how they are doing, if they are meeting expectations, or what they need to do to improve—the workplace, organization, and DOI mission ultimately suffer. How can we give accurate, candid feedback without damaging work relationships or hurting those we are trying to help?

Here are several points to consider for why progress reviews are not only necessary, but critical:

1. **Ensure the employee understands the appraisal process and criteria under evaluation.** Explaining clearly and completely what will be done, the behaviors that are expected of them, as well as the criteria on which they will be evaluated can increase employee buy in. If employees have limited understanding of the purpose, or the process, they will have more difficulty accepting the outcomes—clear, open communication can aid in eliminating this barrier.
2. **Continuous feedback ensures open communication and awareness.** An employee may feel "blindsided" by information that could have been shared with them previously but was held back. Sharing tips or suggestions throughout the year (not just at appraisal time) can reduce surprises and increase understanding of appraisal ratings.
3. **Fair procedures and communication can make up for negative outcomes.** Explaining thoroughly the process and giving examples of the reasons for the feedback can create less friction for the employee, letting them know that the appraisal process was approached the same for everyone. Interpersonal communication makes a huge difference in accepting negative feedback. You're helping them gain insight into how you can help them improve for the future.
4. **Giving the employee a voice, even when it will not change the feedback, will help with acceptance.** Allow the employee to express their views. Always remember that they have a right to their opinion, even when it differs from yours. Let them know that you understand their feelings and that you want to be helpful to them. The feedback cannot be changed until their performance changes. The purpose of the feedback is to give them information for improvement and listen to them, not to punish. Another important outcome of giving

employees a voice is the likelihood of uncovering misunderstandings. If an employee believes they are doing well and are unaware anything is wrong, they will not know a change in performance is needed.

5. **Ensure consistent standards are used to evaluate job relevant behaviors.** It is important for employees to understand what is being evaluated. It is their job performance and job relevant factors that affect the workplace. This feature is one of the most important for employees. Be sure to communicate this when giving feedback and outline the connections between their behavior and workplace effectiveness.

Feedback Tips

- Prior to the progress review, examine each critical element and assess status of goals.
- Review notes and records of performance and what has occurred thus far in the performance cycle.
- Collect information on specific examples of performance. Base feedback on specific behaviors leading to defined outcomes.
- Write narratives to record specific, noteworthy feedback that you wish to remember.
- Emphasize the performance you want to see. Obtain understanding and jointly develop a plan of action. If there are any performance issues, contact your servicing Employee and Labor Relations Specialist.
- Give continuous feedback throughout the year.
- Do periodic check-ins to learn what's working and where to remove obstacles.
- Credible, constructive feedback includes timely, specific references to predefined targets and goals.
- Provide employee access to the necessary tools, resources, and environment supportive of performance enhancement.
- Provide for coaching, mentoring, and the active pursuit of new knowledge and learning, to optimize employee strengths, and address areas targeted for improvement.

Progress Reviews in DOI Talent

Documenting the progress review process in DOI Talent is very straightforward (Steps 3 and 4), but it is not meant to take the place of performance discussions between employees and supervisors. Both employees are rating officials have steps to complete in DOI Talent to ensure that progress reviews are completed in accordance with DOI Performance Management policy. Progress review acknowledgements should be completed by June 1, 2020. Chrome is the recommended browser when working on performance appraisals in DOI Talent.

(continued on next page)

Why Do We Do Progress Reviews? (continued)

The DOI Talent Project Team has created resources to assist users. There are role-based [job aids and self-paced interactive learning modules](#) designed to address each step involved in completing the progress reviews in DOI Talent. There is also a [Frequently Asked Questions](#) page containing valuable information on how to address various paperless performance appraisal topics. The progress review questions and answers are conveniently located at the top of the page!

For questions, contact the DOI Customer Support Center for help navigating within the DOI Talent application: via email at HRMS_helpdesk@ios.doi.gov.



DOI Efforts Result in 47% Decline in Harassing Conduct

By: Tammy Duchesne, DOI

The Department of the Interior remains [committed to preventing and eliminating harassing conduct](#). In 2017, the Department issued the [Work Environment Survey \(WES\)](#). This was a state of the art, scientifically rigorous survey that sought to understand the prevalence, frequency, and types of harassing conduct and the context in which harassment occurred. The 2017 WES indicated that 35% of employees experienced some form of harassment in the previous 12 months.

The survey results were alarming and the Department took a [series of actions](#), including issuing [Personnel Bulletin 18-01](#), a new policy to prevent and eliminate harassing conduct; requiring that supervisors take [Civil Training for Leaders](#); creating a new tracking system; and offering [new trainings on intergenerational sensitivity and bystander intervention](#). Another action the Department took was to establish protocols to monitor and track our progress in preventing and responding to harassing conduct.

In order to evaluate our progress in preventing and responding to harassing conduct, the Department included six agency-specific questions related to harassing conduct on the [2019 Federal Employee View Survey \(FEVS\)](#). The first question on the FEVS was very similar to a question on the 2017 WES: "Have you experienced or witnessed harassing conduct in the previous 12 months?" Data from the 2019 FEVS indicates that 18.4% employees experienced or

witnessed harassing conduct. Compared to the 35% response from the 2017 WES, that is a 47% decline in reports of harassing conduct. Other promising 2019 FEVS responses indicated that 93.7% of employees know how to report harassing conduct and that 90% of employees understand there are multiple resources available to seek confidential assistance about harassment-related concerns, such as Bureau and Department Ombudsmen.

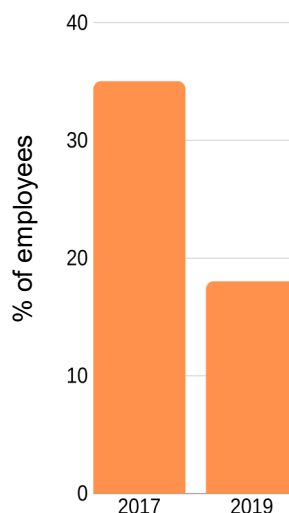
The 2019 FEVS revealed areas for improvement, including responses that indicated that employees are not confident that their bureaus are holding harassers accountable or that anti-harassment efforts were making a difference. To address these concerns, the Department is creating anti-harassment training for employees and supervisors to ensure prompt notifications and the correct procedures are implemented when allegations are reported. The results of the six agency-specific questions in the 2019 FEVS compared to the 2017 WES, and the relative decrease in harassing conduct rates are [outlined in a report](#) on the FEVS website.

In order to be transparent and hold ourselves accountable, we will include these six questions on the 2020 FEVS and share our

progress with you annually. While the FEVS is generally administered government-wide every spring, the U.S. Office of Personnel Management announced on March 31st that the 2020 FEVS is tentatively delayed until Monday, July 13th. We look forward to hearing your feedback this summer. Visit <https://www.doi.gov/employees/culturetransformation> to learn more about what the Department is doing to Transform the Workplace Culture.

WORKPLACE CULTURE TRANSFORMATION

In the 2017 WES, 35% of DOI employees reported experiencing harassing conduct. In the 2019 FEVS, 18.4% reported such conduct.



Additional data from the 2019 FEVS:

- 94% of the workforce knows where to report harassing conduct
- 90% of the workforce knows about the resources available to them.

Effective Communication Strategies for Changing Environments

By: Landon Mock, DOI

The Department of the Interior is home to many accomplished professionals and leaders from a variety of fields. In many cases, one of the most important skillsets for these professionals is not only expertise in their chosen area of focus, but also their ability to communicate and collaborate with a wide range of stakeholders, from teammates to individuals outside of the Department. For those roles requiring aptitude in connecting with others or encouraging a particular course of action, the following concepts may be helpful to ensure effective interactions.

When introducing a new practice or procedure, it is important to consider in advance factors that could potentially become barriers to the adoption of the new process¹. One psychological concept that can pose a challenge is reactance. Reactance is the reaction people experience when they feel that their independence or range of choices are being limited or eliminated². A remedy for this concept is to frame the change in a way that provides individuals an increased perception of freedom of choice. Another concept that can pose a challenge is dissonance. Cognitive dissonance is the discomfort individuals feel that occurs when they

endorse contradictory beliefs, ideals, or values³. One way to address dissonance is to reframe one of the contradictory ideals as not conflicting with the other.

When introducing something new, it may be helpful to have examples within a group of stakeholders that are on board with the change⁴. One explanation for this is social identity theory. Social identity theory states that part of an individual's self-concept stems from their social group affiliations and these affiliations can have a strong impact on their behavior⁵. If individuals see a new process being modeled or new idea being endorsed by others from their social or professional circles, they will be more likely to adopt the process or idea themselves.

Another tactic for introducing change is to reduce individual fears of change⁶. One useful concept for this is *multifinality*. Multifinality refers to the notion that people can experience similar events yet encounter widely varying outcomes⁷, so it may be helpful to avoid "one size fits all" approaches when working with stakeholders. The same intervention may result in mixed results, so take into account the context of the situation and what stakeholders' individual concerns may be. Similarly,

"construals" are the ways in which individual experiences shape how we perceive and understand the world around us. They are most often used when individuals lack sufficient information to interpret and react to a given situation⁸, and in these situations construals can lead us to make misinterpretations or reach incorrect conclusions. Therefore, it is important to approach others on their terms, provide context or appropriate frames of reference, and ensure you are on the same page. "Equifinality" refers to the principle that the same end state can be obtained by several potential means⁹. Therefore, taking an agile approach and tailoring your message to the situation is often the most effective way to communicate with others.

These are just a few ideas out of many potential strategies to keep in mind when interacting with varying arrays of stakeholders. Think of strategies you have used or observed, possibly in one-on-one interactions, meetings, or other forums. Which courses of action were effective in those situations, and why? Continual improvement and application of effective communication strategies, especially in changing or uncertain environments, will ultimately lead to more successful outcomes.

¹Bridges, W., and Mitchell, S. (2000). Leading transition: A new model for change. *Leader to Leader*, 16, 30-36.

²Brehm, J. W. (1966). *A theory of psychological reactance*. Oxford, England: Academic Press.

³Festinger, L. (1957). *A theory of cognitive dissonance*. Evanston, IL: Row, Peterson.

⁴Weick, K. & Quinn, R. (1999). Organizational change and development. *Annual Review of Psychology*, 50, 361-386.

⁵Tajfel, H., & Turner, J. C. (1979). The social identity theory of intergroup behavior. In W. G. Austin & S. Worchel (Eds.), *The Social Psychology of Intergroup Relations* (7-24). Chicago, IL: Nelson-Hall.

⁶Nadler, D. A. (1987). The effective management of organizational change. In J. W. Lorsch (Ed.), *Handbook of organizational behavior* (358-369). Upper Saddle River NJ: Prentice Hall.

⁷Sroufe, L. A. (1997). Psychopathology as an outcome of development. *Development and Psychopathology*, 9(2), 251-268.

⁸Ross, L. (1987). The Problem of Construal in Social Inference and Social Psychology. In N. Grunberg, R.E. Nisbett, J. Singer (eds), *A Distinctive Approach to psychological research: the influence of Stanley Schacter*. Hillsdale, NJ: Earlbaum.

⁹von Bertalanffy, L. (1968). *General system theory*. New York: Braziller.



My DOI Career is a Culture, Not a Website

By: Michael Groban, DOI

"When an employee visits *My DOI Career*, I want them to always be thinking about "what's next?", because in my version of the future we are all continuously employed or employable, and that can only happen if we each stay 'ever-ready,'" said *My DOI Career* project manager, Robyn Rees. "The *My DOI Career* site and the ecosystem we are adding around it, are the building blocks to serving up information that makes it easier for employees to identify actionable steps toward a desired position at DOI."

The vision of an ecosystem that supports continuous learning and development is crystal clear to Rees. For others, many DOI employees are still wondering about the accuracy of the Find Your Path quiz results and aren't sure what to do once they get those results. Other employees don't see their occupation on the site and wonder why?

"When we first launched the site with 25 occupations, we knew the quiz results would be limited simply because of limited data," said Rees. "Now that we have more than doubled the occupations shown on the site, the results are slightly more realistic. And, as we begin to add education and certification requirements for the occupations, the results will get even more realistic."

The *My DOI Career* team is encouraging employees to learn about the occupation they are interested in. For example, an employee can look at the difference between career levels. These career level differences are an excellent indication of where to target learning and

development opportunities and can help an employee get one step closer to an Individual Development Plan (IDP).

So, what are the future plans for *My DOI Career*?

The project team recently deployed 28 new occupations to the *My DOI Career* site in March and finalized the occupations that will be added to the site this summer based on DOI employee votes. "The team is collaborating with subject matter experts throughout the Department and adding more occupations as quickly as possible. To make the information accurate and relevant, we rely on the expertise of DOI employees in their fields", said Landon Mock, OHC Industrial and Organizational Psychologist.

The team will also begin looking for ways to map learning and development opportunities to competencies (or strengths, as they are referred to on the *My DOI Career* site). This will make finding opportunities for growth easier, for employees creating their IDPs in DOI Talent. "I've always believed that the technology is not the limiting factor, it's the data" says Rees.

As the *My DOI Career* team continues to add functionality, they want everyone to know that *My DOI Career* is a culture, not a website.

Training Opportunities & Important Dates

5/1-31	Asian Pacific American Heritage Month, Older Americans Month, Jewish American Heritage Month
5/3-9	Public Service Recognition Week
5/25	Memorial Day
6/1-30	Pride Month
6/14	Flag Day
6/15	Elder Abuse Awareness Day
6/17	Bureau of Reclamation Anniversary
6/19	Juneteenth
6/21	Father's Day
6/30	Final day to contribute to the CFC Special Solicitation
7/4	Independence Day
7/15	August newsletter submission deadline
7/20-24	Federally Employed Women Virtual Summit
8/19-20	NextGen Government Training Summit
8/26	Women's Equality Day

More online:

- [Computer/Electronic Accommodations Program](#) - View CAP training modules to learn how to hire employees with disabilities and provide reasonable accommodations.
- [DOI University Course Catalog](#) - DOI University delivers a wide range of courses available to all Federal employees and members of tribal governments.
- [DOI Talent](#) - Employees can find courses and transcripts in DOI Talent.
- [Center for Leadership Development \(CLD\)](#) - CLD curriculum establishes a single, standardized framework for federal HR practitioners.
- [OPM Federal Training and Development Wiki](#) - The OPM Wiki was created for Federal government training and development practitioners.
- [EEOC Training Institute](#) - Ideal training for anyone interested in EEO issues and practices affecting the federal workplace.

Intergenerational Sensitivity & Bystander Intervention Training

YOU SAID, WE DID!

In response to your positive feedback, the Department purchased 40 additional instructor-led virtual sessions of "Intergenerational Sensitivity and Bystander Intervention" training. These FREE, interactive trainings are available to all employees in multiple time zones including Guam, Hawai'i, Samoa, and Alaska. Every DOI employee is encouraged to participate in this 4-hour course. During these rare circumstances, we want to offer meaningful learning opportunities that promote the DOI employee selected values of **RESPECT, TEAMWORK, HONESTY, AND FAIRNESS.**

REGISTER IN DOI TALENT:

<https://doitalent.ibc.doi.gov/course/view.php?id=12975>

Click "view all events" or contact [Mary Jo Catalano](#) or [Eric Sanders](#) in the Office of Strategic Employee and Organization Development for assistance.

Sponsored by the DOI Office of the Secretary, Assistant Secretary for Policy, Management, and Budget

POLICY PREVIEW

Here's a sneak peek at the latest policies and guidance coming from the Office of Human Capital. Visit doi.gov/elips to find all DOI policies.

- **Personnel Bulletin 20-01 Extension of Authority for Dual Compensation Waivers for Part-Time Reemployed Civilian Employees under the National Defense Authorization Act, FY2010 (01/13/2020)** - Provides continuity in DOI policy on granting dual compensation waivers.
- **Personnel Bulletin 20-02 Departmental Policy on Authorizing and Monitoring the Use of Taxpayer-Funded Union Time (02/18/2020)** - Establishes Departmental policy and the standards and procedures for authorizing and monitoring the use of taxpayer-funded union time (TFUT).
- **Personnel Bulletin 20-03 2020 Administratively Determined Pay Plan for Emergency Workers (02/28/2020)** - Establishes changes to the 2019 AD Pay Plan for Emergency Workers
- **Personnel Bulletin 20-04 Standard Position Descriptions for IT Specialist Customer Support (04/15/2020)** - Establishes seven standardized position descriptions—Batch 3