

Department of the Interior
Strategic Plan to Advance Diversity,
Equity, Inclusion, and Accessibility in the
Federal Workforce

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Table of Contents

1. Overview of the Agency Components Covered by the Strategic Plan to advance Diversity, Equity, Inclusion, and Accessibility (DEIA) in the U.S. Department of the Interior Workforce.....	4
2. DEIA Implementation Team.....	4
3. Agency and Component DEIA Teams Collaboration Approach.....	5
4. State of the Agency	5
a. Agency Mission Statement	10
b. Agency DEIA Vision Statement	10
c. Agency DEIA Successes.....	11
d. Agency DEIA Challenges.....	11
5. Agency DEIA Strategic Plan Governance Structure & Team	11
a. Plan for Integration of DEIA into Decision-Making, Governance, Mission, and Goals	12
b. The DEIA Council Structure.....	12
c. How the Council Will Work Together.....	12
6. DEIA Budget	14
7. Identification and Advancement of DEIA Priorities.....	15
a. DEIA Program Management	15
i. DEIA Workforce Strategic Planning	15
ii. Learning Agenda.....	16
iii. Capacity Assessment	16
iv. Maturity Model	16
b. Advancement of DEIA Priorities	17
i. Vision.....	17
ii. Goal.....	17
iii. Strategic Objectives and DEIA Priority Areas.....	17
iv. Strategies and Activities.....	18
Primary DEIA Priority Area: Partnerships and Recruitment	19
Primary DEIA Priority Area: DEIA Training and Learning.....	21
Primary DEIA Priority Area: Professional Development and Advancement.....	26
i. Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment.....	28
Appendix A: Evidence (Charts and Graphs).....	31
Appendix B: Glossary of Terms	46
Appendix C: Acronyms	49

1. Overview of the Agency Components Covered by the Strategic Plan to advance Diversity, Equity, Inclusion, and Accessibility (DEIA) in the U.S. Department of the Interior Workforce

The U.S. Department of the Interior (DOI or the Department) is a Cabinet-level agency that stewards about 20 percent of the Nation’s lands, including national parks, national wildlife refuges, and other public lands. We manage resources providing 20 percent of the Nation’s energy; deliver and manage water in 17 states; supply 15 percent of the Nation’s hydropower energy; and uphold Federal trust responsibilities to 574 federally recognized Indian Tribes, Alaska Native communities, and the [U.S. affiliated insular areas](#).

The DOI is a multifaceted organization comprising 11 distinct Bureaus, each with a unique mission: the [Bureau of Indian Affairs \(BIA\)](#); [Bureau of Indian Education \(BIE\)](#); [Bureau of Land Management \(BLM\)](#); [Bureau of Ocean Energy Management \(BOEM\)](#); [Bureau of Safety and Environmental Enforcement \(BSEE\)](#); [Bureau of Reclamation \(BOR\)](#); [Bureau of Trust Funds Administration \(BTFA\)](#); [National Park Service \(NPS\)](#); [Office of Surface Mining Reclamation and Enforcement \(OSMRE\)](#); [U.S. Fish and Wildlife Service \(FWS\)](#); and [the U.S. Geological Survey \(USGS\)](#). Additionally, a number of Secretarial offices provide cross-DOI business services and oversight, coordinate cross-cutting mission outcomes, and ensure compliance with law and other regulations.

The Department's mission is accomplished by more than 70,000 Federal employees working in over 2,400 operating locations across the United States and its affiliated insular areas. Our ability to build solid partnerships with other Federal agencies, academia, industry, organizations, State and local governments, Tribes, Indigenous peoples, and insular communities to achieve mission success is predicated upon the diverse group of people we employ within the DOI workplace. More than 280,000 volunteers also contribute their rich cultures and unique knowledge to the Department’s public lands, waters, and recreation sites; natural disaster recovery operations; environmental education events; and numerous other activities that bolster public trust.

2. DEIA Implementation Team

The Department’s Principal Diversity Officer (PDO) also holds the title and role of Director for the Office of Diversity, Inclusion and Civil Rights (ODICR). The Department’s Principal DEIA Strategist reports directly to the PDO. In Fiscal Year (FY) 2021, ODICR began leading a cross-functional DEIA team at the Department level, comprising collateral duty staff from within the Immediate Office of the Secretary and the Offices of Policy Analysis, Planning and Performance Management, Environmental Policy and Compliance, and Human Capital. Additionally, the DEIA team coordinates several working groups that consist of collateral-duty colleagues from multiple Offices and Bureaus across the Department who also support the implementation of multiple executive orders (EO) related to equity. On a recurring basis, the DEIA team also holds “Equity Office Hours,” which is an open forum for the DEIA team to connect with DEIA

practitioners from all Offices and Bureaus to share updates and best practices about DOI's approach to advancing DEIA.

3. Agency and Component DEIA Teams Collaboration Approach

On February 17, 2022, Secretary Haaland issued Secretary's Order (SO) [3406](#) establishing the Department's first-ever DEIA Council. The DEIA Council will play an active role in meeting the goals of the Biden administration's DEIA EOs and coordinating DOI-wide equity and inclusion initiatives, which also includes expanding the goals and activities outlined in this plan for future years. The administration has issued more than 13 EOs related to DEIA that address both internal- and external-facing priorities. The administration also calls on all Federal agencies to embed DEIA principles in everything they do long-term. In the past, programs and initiatives related to DEIA have largely been siloed in the Civil Rights and Equal Employment Opportunity Offices throughout the Bureaus and other DOI components. The DEIA Council is intended to be a strategic, enterprise-wide, cross-Bureau, cross-functional active body responsible for coordinating and implementing DOI's DEIA goals across mission areas and operational functions.

The role of the DEIA Council is to identify funding and resources to build capacity and deploy bold actions that advance equity across the Department, both for the workforce that delivers the missions and for all Americans who are beneficiaries of those missions. It is expected that all Offices and Bureaus, and employees at every level of the organization, will be fully engaged in removing barriers to full and equal access and in advancing equity and fairness in meaningful ways. This plan to advance DEIA in the DOI workforce is grounded in purposeful efforts to embed DEIA into the Department's culture. It will guide the approach to all we do to support our workforce and all Americans.

4. State of the Agency

The Department has long engaged in efforts to elevate the importance of diversity in the workforce—one office at a time, one report at a time, one data set at a time. Department leaders, equal opportunity employment experts, human capital practitioners, hiring managers, learning and development experts, and employees in their discretionary time, are and have been engaging in numerous and varied efforts to increase diversity and to include and engage people of diverse backgrounds. A look at the workforce data, which we describe below, reflects the success of these efforts in allowing DOI to *maintain* the diversity ratios in its workforce. The same data reflects almost a decade of hard work that has yet to yield significant and sustainable increases in demographic representation among the DOI workforce.

The Department's approach to developing the "Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility" (DEIA Strategic Plan) starts with facts. With the foundation of evidence as a basis for meaningful conversation and ideation, the Department engaged in dialogue and self-assessment of efforts to advance DEIA to date in a collaborative approach—with all Bureaus and Offices reviewing all reports and data sets available and gleaning insights

together. This approach is new, and it is netting results. We must reorient our efforts, energy, and resources, and must partner together to build the Department we aspire to be—one where *all* people *want* to work, *can* work, and *will* succeed.

A more granular analysis of job applicants in FY 2021 shows approximately 22 percent across all opportunities were of demographic categories other than “White” or “Omitted,” and the overall diverse representation of applicants was diminished when required to self-qualify themselves. For those applicants from diverse demographic categories who were found qualified by human capital and interviewed, applicants in the Black or African American category had the lowest percentage of representation (4.6 percent) of all the demographic categories for candidates selected, which averaged 7.9 percent. This identifies potential triggers for further analysis with respect to diversity recruitment, candidate qualification, and candidate selection, which aligns to the government-wide DEIA priority areas of Partnerships and Recruiting and Data Collection to enable further data analysis and barrier identification.

Finally, it is important to note while the Department assesses all DEIA priority areas for data availability, data gaps prevent trigger identification in many important areas. As such, the Department will initially focus efforts on a subset of DEIA priority areas. All priority areas will be addressed through work to evolve the Department’s culture toward one of inclusivity and equity, while also gathering the necessary data to inform evidence-based decision making for all communities and all areas of concern for diversity, equity, inclusion, and accessibility.

Overall Workforce Composition

Data insights below represent the overall workforce composition for the Department and its 11 Bureaus, for both permanent and temporary employees, for FYs 2014 to 2021.

Race/Ethnicity:

- 26.2 percent of the total DOI workforce in FY 2021 consisted of race and ethnicity categories other than “White” or “Not Identified,” compared to the Civilian Labor Force (CLF) benchmark from 2014 to 2018 of 32.5 percent (see [Figure 1](#)).^{1,2}
- 69.8 percent of the total DOI workforce was from the category “White” in FY 2021, a 3.9 percentage point decrease from 73.7 percent in FY 2014.
- 3.9 percent of the total DOI permanent workforce was from the category “Not Identified,” an increase from zero (0) percent in FY 2014.

¹ Based on the Census Bureau 2014-2018 Equal Employment Opportunity (EEO) Tables, Table EEO-CIT02R – Occupation by Sex and Race/Ethnicity for Residence Geography, Citizen, for the Nation geography. In this table, 67.5 percent of individuals in all occupations (Census occupation code ‘0000’) are identified as “Not Hispanic or Latino, One Race – White alone”. Thus, 32.5 percent of this population are a race/ethnicity other than White.

² Based on the Census Bureau 2014-2018 EEO Tables, Table EEO-CIT02R – Occupation by Sex and Race/Ethnicity for Residence Geography, Citizen, for the Nation geography. In this table, 67.5 percent of individuals in all occupations (Census occupation code ‘0000’) are identified as “Not Hispanic or Latino, One Race – White alone”. Thus, 32.5 percent of this population are a race/ethnicity other than White.

- Excluding those Bureaus that have statutory mandates to hire from certain demographic categories, such as “American Indian or Alaska Native,” the percentage of the employee population from categories other than “White” or “Not Identified” amounts to 18.5 percent, which is 14 percentage points below the CLF benchmark for 2014 to 2018 (see [Figure 2](#)).
- Of the 11 Bureaus, 6 Bureaus (BLM, BOEM, BOR, FWS, NPS, and USGS) fall below the DOI average of 26.2 percent for workforce representation from race and ethnicity categories other than “White” or “Not Identified” in FY 2021 (see [Figure 3](#)).
- Of the 5 Bureaus (BSEE, BIA, BIE, BTFA, OSMRE) that exceed the DOI average of 26.2 percent in FY 2021 for workforce representation from race and ethnicity categories other than “White” or “Not Identified,” 3 of those Bureaus (BIA, BIE, and BTFA) have statutory mandates to hire from the “American Indian or Alaska Native” category (see [Figure 4](#)).

Sexual Orientation and Gender Identity:

- The percent of the total DOI employee population made up of those who identified as “Female” was 40.5 percent in FY 2021, an increase of 0.4 percentage points over the percentage of “Female” employees in FY 2014 (40.1 percent). This is 7.7 percentage points below the CLF benchmark from 2014 – 2018 of 48.2 percent (see [Figure 5](#) and [Figure 6](#)).³
- DOI does not collect data and has not surveyed the DOI employee population for sexual orientation and gender identity markers.

Veteran Status:

- DOI employees claiming “Veteran” status declined steadily each year since FY 2014, from a FY 2014 representation of 28.7 percent to an FY 2021 representation of roughly 22.2 percent (see [Figure 7](#)).
- The average annual decrease in DOI employees claiming “Veteran” status is -3.2 percentage points from FY 2014 to FY 2021.
- BOR and OSMRE have the highest representation of employees claiming “Veteran” status, at 38.6 percent and 39.4 percent respectively, for FY 2021, followed by BSEE at 32.3 percent, FWS at 25.2 percent, and BLM at 23.6 percent (see [Figure 8](#)).
- 6 Bureaus are at or below the overall average of 22.2 percent (BIA, 21.9 percent; NPS, 21.3 percent; BOEM, 19.8 percent; BTFA, 20.3 percent; USGS, 11.2 percent; and BIE, 8.5 percent).

³ Based on the Census Bureau 2014-2018 EEO Tables, Table EEO-CIT02R – Occupation by Sex and Race/Ethnicity for Residence Geography, Citizen, for the Nation geography, for all occupations (Census occupation code ‘0000’).

Disability Status:

- DOI employees identifying as having “No Disability” has declined since FY 2014, from 87.1 percent claiming “No Disability” in FY 2014 to 77.4 percent claiming “No Disability” in FY 2021 (see [Figure 9](#)).
- DOI employees identifying as having a “Disability” has increased from 6.6 percent in FY 2014 to 8.2 percent in FY 2021.
- DOI employees choosing “Not Identified” when asked about their disability status increased nearly 9 percentage points from 4.9 percent in FY 2014 to 13 percent in 2018. The reason for the increase in the “Not Identified” disability status is unclear due to a change in how the data standard is defined, from “I do not wish to identify my disability **status**” to “I do not wish to identify my **disability.**”
- Those “Not Listed” account for 1.4 percent in FY 2021, roughly equivalent to those “Not Listed” in FY 2014, which was 1.3 percent.
- DOI employees with targeted disabilities represented 2.2 percent of the workforce overall for FY 2021, an increase from 1.2 percent in FY 2014 (see [Figure 10](#)).
- 6 of DOI’s Bureaus were at or below the 2 percent benchmark for persons with targeted disabilities in FY 2021, though all had increases from the FY 2014 representation (BIA increased from 0.5 percent to 1.1 percent; BSEE increased from 0.7 percent to 1.4 percent; BIE was at 1.1 percent and BTFA was at 2 percent, both with no prior data available) (see [Figure 11](#)).
- 2 of DOI’s Bureaus were at the 2 percent benchmark for persons with targeted disabilities for FY 2021, both up from 1.2 percent in FY 2014.
- BOEM’s representation for persons with targeted disabilities was at 2.2 percent in FY 2021, an increase from 1.7 percent in FY 2014.
- 4 of DOI’s Bureaus exceeded the 2 percent benchmark for persons with disabilities, with OSMRE having the highest representation in FY 2021 of 4.4 percent (up from 1.6 percent in FY 2014), followed by BOR at 3.7 percent in FY 2021 (up from 2.1 percent in FY 2014), BLM at 2.7 percent in FY 2021 (up from 1 percent in FY 2014), and FWS at 2.5 percent in FY 2021 (up from 1.5 percent in FY 2014).

Promotions:

- In FY 2021, DOI Bureaus and Offices issued a total of 5,920 promotions. Promotions are defined as Nature of Action Consolidated Code 702 equaling “PROMOTION” (see [Figure 12](#)).
- 65.7 percent of the promotions in 2021 were issued to employees in the category “White,” compared to the representation of “White” employees in FY 2021, which was 69.8 percent.

- 7.7 percent of the promotions in FY 2021 were issued to employees in the category of “Not Identified,” compared to the representation of “Not Identified” employees in FY 2021, which was 3.9 percent.
- 26.6 percent of the promotions in FY 2021 were issued to employees other than “White” or “Not Identified,” compared to the representation of those employees in 2021 which was 26.2 percent.
- The median employee age for promotions across all DOI occupations is 38 years (see [Figure 13](#)).

Overall Job Applicant Composition

Data insights below represent the overall FY 2021 job applicant composition for the Department and its 11 Bureaus, for those vacancy announcements that were closed and audited (i.e., for which the hiring action has been completed). Audited vacancies account for approximately 75 percent of the total vacancy announcements in FY 2021. In fact, FY 2021 represented the first full year the Department implemented its new enterprise-wide talent acquisition system. The Department is working to gather prior year data from legacy systems to conduct further data analysis from an enterprise perspective.

- Of the 887,383 applications received for DOI job opportunities that were audited in FY 2021, 78.4 percent of the applicants were “White” (431,806 or 48.7 percent) or “Omitted” (263,663 or 29.7 percent) (see [Figure 14](#)).
- 81.6 percent of selected applicants in FY 2021 were “White” (10,643 or 55 percent) or “Omitted” (5,151 or 26.6 percent) (see [Figure 17](#)).
- 3,553 employees from ethnicity and race categories other than “White” (10,643) or “Omitted” (5,151) were onboarded in FY 2021, representing 5 percent of the total DOI workforce count in FY 2021. This resulted in a net decrease of 0.2 percentage points from the percentage of DOI employees in these categories in FY 2020 (from 26.4 percent in FY 2020 to 26.2 percent in FY 2021).

Overall Applicant Composition for Student Trainees in 2021 (for occupational series 0099, 0199, 0299, 0399, 0499, 0599, 0899, 1099, 1199, 1399, 1599, and 2299):

- DOI does not have data to understand the use of unpaid internships.
- DOI leverages cooperative agreements to identify students for participation in many internship programs, but does not have data readily available for analysis on the counts or demographic makeup of those students.
- Of the 530 internship opportunities for occupational series noted above, which were offered directly through USAjobs.gov and audited in FY 2021, 72.3 percent of applicants were “White” (31.5 percent) or “Omitted” (40.8 percent) (see [Figure 18](#)).

- Of the 530 internship opportunities for occupational series noted above, which were offered directly through USAjobs.gov and audited in FY 2021, 27.7 percent of selections were of candidates of race and ethnicity categories other than “White” and “Omitted” (see [Figure 21](#)).
- The percent of total candidates “Selected” in the “American Indian or Alaska Native” category in FY 2021 was 13 percent, an increase of 10.7 percentage points from the representation of the category “American Indian or Alaska Native” that were “Qualified” (2.4 percent).
- The percent of total candidates “Selected” in the “Omitted” category in FY 2021 was 40.8 percent, an increase of 1.1 percentage points from the representation of the category “Omitted” that were “Qualified” (39.7 percent).
- The percent of total candidates “Selected” in the “Hispanic” category in FY 2021 was 8.9 percent, an increase of 1.3 percentage points from the representation of the category “Hispanic” that were “Qualified” (7.6 percent).
- The percent of total candidates “Selected” in the “Native Hawaiian or Other Pacific Islander” category in FY 2021 was 0.6 percent, an increase of 0.3 percentage points from the representation of the category “Native Hawaiian or Other Pacific Islander” that were “Qualified” (0.3 percent).
- The percent of total candidates “Selected” in the “White” category in FY 2021 was 31.5 percent, a decrease of 10 percentage points from the representation of the category “White” that were “Qualified” (41.6 percent).
- The percent of total candidates “Selected” in the “Black or African American” category in FY 2021 was 1.1 percent, a decrease of 2.6 percentage points from the representation of the category “Black or African American” that were “Qualified” (3.7 percent).
- The percent of total candidates “Selected” in the “Two or More Races” category in FY 2021 was zero (0) percent, a decrease of 0.5 percentage points from the representation of the category “Two or More Races” that were “Qualified” (0.5 percent).

a. Agency Mission Statement

The Department of the Interior protects and manages the Nation’s natural resources and cultural heritage; provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated Island Communities.

b. Agency DEIA Vision Statement

DOI is responsible for protecting and preserving the treasures of this Nation and aims to build a workforce that represents the treasures of this Nation—its people.

c. Agency DEIA Successes

While there is much work to be done to move the Department from its overall sustainment of diversity to advancing diversity representation in the workforce, some improvements were made over the years. For example, from FY 2014 to FY 2021, BSEE demonstrated the largest increase in diversity representation in its workforce, with an increase of 3.11 percentage points in the proportion of its workforce that consisted of race and ethnicity categories other than “White” or “Not Identified.” A deeper look into BSEE’s success, as well as the success of BOEM (with an increase of 1.84 percentage points from FY 2014 to FY 2021), which is serviced by BSEE’s human resources office, reveals these gains can be seen in occupations for which there are no Individual Occupation Requirements (IOR) dictated by the Office of Personnel Management (OPM), such as requiring a degree. Even still, with 29.51 percent of BSEE’s top 10 occupations having additional degree requirements, BSEE’s diversity representation remains high as compared to other Bureaus with similar high percentages of occupations with IORs, such as NPS and BLM. While there may be some correlation between organizations with a large number of occupations with IORs, as well as correlation between BSEE’s success and the geographic footprint of its work and workforce, this analysis indicates that promising practices from BSEE should be reviewed for possibility of replication and expansion.

d. Agency DEIA Challenges

This DEIA Strategic Plan builds upon extensive data analysis and annual reports to identify triggers that convey imbalances for how employees of color, employees with disabilities, and women may experience their employment lifecycle at the Department. Workforce demographic data demonstrates a consistent imbalance over the course of an 8-year period (FY 2014 to FY 2021). In fact, white employees are considerably and consistently overrepresented in DOI’s permanent workforce compared to employees of color.

It is also important to better understand the relationship between intersectionality and diversity representation, to better target recruiting, outreach, and development of candidate pipelines.

5. Agency DEIA Strategic Plan Governance Structure & Team

The DEIA Council will establish executive and operational leadership across the Department to coordinate the development and implementation of Departmental policies, programs, and initiatives that support the Department’s efforts to advance DEIA both internal to the Department and external to citizens who benefit from our important missions. The goal of the DEIA Council is to ensure, consistent with the Biden administration’s EOs, that equity is embedded in agency decision-making processes, and not siloed within one Bureau, Office, or internal team. DEIA Council members should serve as leaders of work that is occurring enterprise-wide within and across the Department’s Bureaus and Offices.

a. Plan for Integration of DEIA into Decision-Making, Governance, Mission, and Goals

After establishment, the DEIA Council will meet monthly for the first 6 months and quarterly at a minimum thereafter. The DEIA Council will serve as the operational body to develop and implement the Department's DEIA priorities and related strategic plans. The DEIA Council will ensure that management initiatives—both policy and operational—supporting related efforts are coordinated, ongoing, and in alignment with the Department's overall strategic goals and commitments via quarterly briefings with Assistant Secretaries and the Secretary. DEIA Council members will serve as leaders of work that is occurring enterprise-wide within and across the Department's Offices and its Bureaus.

b. The DEIA Council Structure

The DEIA Council is led by the Assistant Secretary – Policy, Management and Budget (AS-PMB) and co-chaired by Senior Executive leaders on a rotating basis. In the first year of its existence, the co-chair roles will be filled by the Director and Principal Diversity Officer – Office of Diversity, Inclusion and Civil Rights, and the Chief Human Capital Officer (CHCO). DEIA Council membership will consist of: (1) AS-PMB Deputy Assistant Secretaries, (2) Bureau and Office Directors, and the (3) Director – Employment and Labor Law Unit, Office of the Solicitor. The Department's Chief Data Officer (CDO), Statistical Official, Evaluation Officer, and others will comprise an Evidence-Based Advisory Council that will facilitate and guide data-based decision making.

c. How the Council Will Work Together

The DEIA Council serves as the operational body responsible to develop and implement the Department's DEIA priorities and related strategic plans. The DEIA Council is responsible for:

- Identifying policies and/or revisions to existing policies or practices that are needed, and making recommendations on how diversity, equity, inclusion, and accessibility may be prioritized in policymaking and budget processes and decisions in accordance with the EOs related to equity;
- Supporting the development and use of the best available data, tools, and resources to assess whether underserved communities and their members face systemic barriers in accessing benefits and opportunities available, pursuant to DOI's policies and programs, and/or face systemic barriers to full and equal access to the Department's services, facilities, benefits, procurement and contracting, and employment opportunities;
- Ensuring decision-making processes (1) include input from Department employees at all levels and (2) are informed by stakeholder engagement and consultation processes as appropriate;
- Ensuring progress reporting and consultation between agencies and the Executive Office of the President on agency equity-assessment efforts, participating in interagency policy

committees and an interagency learning community on equity, and informing the Office of Management and Budget's study of equity assessment tools;

- Identifying clear roles and processes for each Bureau/Office;
- Recommending such other actions as may be necessary to fulfill the goals of SO 3406;
- Encouraging the development of a corporate and strategic sense of purpose within the Department for the incorporation of Equal Employment Opportunity (EEO), diversity, equity, inclusion, and accessibility across the Department through the implementation of the Department's Equity Plan and this DEIA Strategic Plan;
- Providing a forum for collaboratively identifying and resolving intra-Departmental barriers to EEO, diversity, equity, inclusion, and accessibility;
- Providing a forum for collaboratively identifying and promoting policy and operational best practices for integrating EEO, diversity, equity, inclusion, and accessibility across the Department, consistent with the Equity Plan, this DEIA Strategic Plan, and related White House EOs and initiatives;
- Working with Bureaus and Offices to ensure timely implementation and coordination of the Department's Equity Plan, this DEIA Strategic Plan, and related White House EOs and initiatives;
- Identifying specific Departmental management and administrative improvements that may be applicable to Bureau and Office cross-cutting initiatives for the effective implementation of the Department's Equity Plan, this DEIA Strategic Plan, and related White House EOs and initiatives;
- Identifying cross-cutting areas for Departmental initiatives and strategies to implement the Equity Plan, this DEIA Strategic Plan, EOs, and initiatives;
- Serving as a forum for setting priorities and discussing the implications of strategies and initiatives including funding, human capital, information management and technology, enterprise acquisitions, and other issues to ensure the cohesive and consistent implementation of the Department's Equity Plan, this DEIA Strategic Plan, and related White House EOs and initiatives;
- Encouraging Assistant Secretaries, Bureaus, and Offices to develop an effective governance structure and sound, coherent management and administrative policies for the implementation of the Department's Equity Plan, this DEIA Strategic Plan, and related White House EOs and initiatives; and
- Fostering effective and efficient administrative communications within the Department to devise, ease, and improve current or implement new policies, processes, and initiatives for the implementation of the Department's Equity Plan, this DEIA Strategic Plan, and related White House EOs and initiatives.

6. DEIA Budget

In FY 2022, the Department proposed a new \$12.8 million budget initiative to address identified high priority needs in support of EO 13985, entitled, “Advancing Racial Equity and Support for Underserved Communities through the Federal Government,” and EO 13988, entitled, “Preventing and Combatting Discrimination on the Basis of Gender Identity and Sexual Orientation.” The Department’s FY 2023 budget submission request supports the actions needed to recognize and redress inequities, and proactively advance diversity, equity, inclusion, and accessibility within the DOI workforce. The budget requests \$16.8 million to strengthen the Department’s commitment to maintain and build on the FY 2022 investments. Funding will be used to increase capacity in the bureaus and in the Department’s Office of Diversity, Inclusion, and Civil Rights (ODICR), Office of Human Capital (OHC), and Office of Collaborative Alternative Dispute Resolution (CADR) to address the following:

- Assess hiring programs to eliminate barriers to effective and inclusive recruitment;
- Ensure equal pay for equal work;
- Expand capacity for alternative dispute resolution and EEO complaint mediation;
- Improve the Department’s EEO adjudication, investigations, and processing of final agency decisions; and,
- Increase EEO training across the agency.

As part of this initiative, the Department, Bureaus, and Offices will jointly conduct a review of the Diversity, Inclusion, and Compliance program across the Department. The purpose of this joint review will be to identify gaps, challenges, and best practices, and to examine Department and Bureau/Office roles, responsibilities, and governance. These resources will also support programmatic requirements to implement a DEIA program consistent with applicable law, executive orders, and administrative guidelines aligned with this DEIA Strategic Plan.

Specifically, the funding will enable DOI to implement several Department-wide initiatives in the Office of Diversity, Inclusion and Civil Rights, to include (1) Bureau and Office EEO and DEIA training; (2) automation of tracking for EEO complaints, Public Civil Rights complaints, and reporting for Equal Employment Opportunity Commission (EEOC) Management Directive 715; and (3) a barrier analysis and program review to address issues such as workforce analyses and the operational status and level of institutional resources available to Offices or divisions in the Department that are responsible for advancing civil rights or whose mandates specifically include serving underrepresented or disadvantaged communities.

The Department will also use this funding to coordinate with Bureaus and Offices across the Department to implement OPM initiatives focusing on DEIA. The resources will enable the Department’s Office of Human Capital to implement diversity policies, such as:

- Flexibilities for veterans hiring and military spouse hiring;

- Partnerships with minority serving institutions, including Historically Black Colleges and Universities and Tribal Colleges and Universities;
- Direct hire authorities;
- Schedule A hiring authorities;
- Entry and exit surveys; and
- Automation including for case tracking and report for employee and labor relations cases in the Interior – Management Accountability and Reporting Tool and Anti-Harassment.

Further, these resources will support the Office of Collaborative Action and Dispute Resolution (CADR) to enhance (1) alternative dispute resolution processes for a wide range of diversity, equity, and inclusion dialogues in the workplace and with external stakeholders, (2) collaboration and conflict management training, and (3) EEO complaint mediation.

7. Identification and Advancement of DEIA Priorities

a. DEIA Program Management

The Department will work to ensure DEIA is embedded in everything it does, including Department decision-making processes and budgets. This means that DEIA cannot be siloed within one Bureau, Office, or internal team. DEIA is championed and modeled by the highest levels of leadership.

The Department will prioritize efforts to bolster and mature foundational evidence-based decision-making capabilities. This will include prioritizing closure of data gaps and reduction of time for analysis and trigger identification, allowing resources to shift attention to conducting barrier analyses.

Throughout FY 2022, DOI will assess its current state and needs for advancing DEIA in the Federal workplace. To do this, Department leadership will establish a set of tools and strategies to help leaders make decisions that strengthen our ability to attract, to hire, and retain employees, and to provide a fair and equitable career life cycle experience (e.g., training opportunities, promotions, etc.) for all. Strategies identified to drive DEIA planning and implementation are described below.

i. DEIA Workforce Strategic Planning

This DEIA Strategic Plan will establish a whole-of-Department strategy for understanding, developing, and maturing DEIA-enabling human capital practices for the current and future workforce. A DOI-wide approach to DEIA is essential given the high level of interactivity between independently managed Bureaus and Offices, often operating in the same region, scientific or social discipline, and with overlapping professional and public customer groups. This strategic plan ensures leadership buy-in, commitment, and accountability for strengthening DEIA across core strategic objectives and ensures a common vision for achieving DEIA at the

Department. This DEIA Strategic Plan articulates the characteristics of an organization that values and pursues equity and fairness in human capital and acts as a performance tool for assessing progress in achieving these outcomes. The strategic plan, performance structure, and commitment to continued improvement are driven by a learning agenda and dedication to using evidence to inform decisions.

ii. Learning Agenda

Currently, there are many unknowns about DEIA and the human capital “experience” for employees. DOI is asking itself hard questions about awareness, barriers, opportunities, retention, and workforce culture. The answers to these questions will chart a path forward for DOI to achieve its human capital goals with respect to DEIA. To answer these questions, analysts will use existing demographics data from the different points in the employee life cycle to establish a baseline for Department-level and organization-level performance in workforce diversity. The DEIA Council will review performance of other Federal agencies, States, industry, and regional census information to benchmark the relative success of DOI in attracting, hiring, promoting, and retaining talent. Using this information, DOI decision makers can identify gaps and opportunities to improve diversity, with appropriate outcomes based on differences in mission area, geography, and other factors. Data insights will inform requirements for more in-depth analysis, identification of potential barriers, and need for immediate corrective action. DOI will also assess effective models in promoting Federal workforce diversity, consult with subject matter experts in academia and industry, and use findings to identify promising strategies for the Department.

iii. Capacity Assessment

To move the needle from the current demographic baseline to a more diverse workforce requires investment in DEIA-enabling tools, data, skills, abilities, and culture. In year one of this DEIA Strategic Plan, leadership will determine what is required to achieve expected outcomes. The Department will assess, among other things, the knowledge and skills-mix of managers and supervisors, data availability and accessibility processes and protocols, the applicability and effectiveness of DOI’s tools (e.g., software, policies), and resource requirements necessary to implement the plan. From there, leaders can identify where additional resources, skills, expertise, information, or other capabilities and capacities must be built or acquired. Capacity building to better meet diversity and equity needs of the Department’s workforce will be an iterative process, and likely to be dynamic as more is learned about the U.S. population, changing workforce trends, employee needs, and other factors.

iv. Maturity Model

Inherent in building a Department that values diversity in its workforce and ensures an equitable career life cycle experience, DOI must institutionalize a culture that values DEIA and is inherent in decision making. In year one of this DEIA Strategic Plan, DOI leadership will develop a self-assessment scoring model, with several attributes that help leaders determine the level of DEIA

awareness and maturity at which the Department is performing. A Department that possesses a stronger awareness and best practices supportive of DEIA outcomes will score higher in maturity for that attribute. The model can be used to measure strengthening of embedded practices and adoption of DEIA principles—a proxy measure for progress in achieving a diverse and equitable workforce. In attributes in which organizations are rated less mature, leaders will have a roadmap to help identify and leverage strengths, address, and control weaknesses, and seek opportunities to generate a DEIA culture.

The maturity model in use for this Plan is a three-level model: Level 1 – Foundational Capacity; Level 2 – Advancing Outcomes; and Level 3 – Leading and Sustaining.

b. Advancement of DEIA Priorities

i. Vision

DOI is responsible for the treasures of this Nation and aims to have a workforce that looks like the treasures of this Nation—its people.

ii. Goal

DOI is an organization where *all* people *want* to work, *can* work, and *will* succeed.

iii. Strategic Objectives and DEIA Priority Areas

The Department’s strategic objectives for advancing DEIA in the Federal workforce are designed to capture a simple yet meaningful lifecycle experience for all current and prospective employees.

- Strategic Objective 1: Innovative, legitimate, and nondiscriminatory recruitment and hiring tactics drive continuous increases in qualified and hired applicants from historically underrepresented groups.
- Strategic Objective 2: Employees can fully contribute to achieving DOI’s missions, fostered by an inclusive and safe workplace culture.
- Strategic Objective 3: Professional growth and advancement is fair, equitable, and accessible to all employees at all career levels.

Efforts to facilitate desired outcomes for these strategic objectives allow the Department to advance outcomes for several Government-wide DEIA priority areas, through the lens of three priority areas that will have impacts across many more. Each of the following priority areas have the DEIA Data Collection priority embedded within the strategies and activities to advance toward the desired outcomes. Primary DEIA priority areas for initial focus in FY 2022 include the following:

- Partnerships and Recruitment

- DEIA Training and Learning
- Professional Development and Advancement

In addition, this DEIA Strategic Plan prioritizes efforts aligned to the DEIA priority area of Safe Workplaces, which is referenced in the separate section, entitled “Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment.”

The matrix below further articulates the Department’s approach to addressing multiple DEIA priority areas, through the strategies and activities aligned to the three primary focus areas above.

Priority Areas*	Data Collection	Promoting Paid Internships	Advancing Equity for Employees with Disabilities	Advancing Equity for LGBTQIA+ Employees	Pay Equity	Safe Workplaces
Partnerships and Recruitment	✓	✓	✓	✓		✓
DEIA Training and Learning	✓		✓	✓		✓
Professional Development and Advancement	✓		✓	✓	✓	✓

* Row title denotes primary priority area and column title denotes secondary priority area.

These DEIA priority areas align to strategic outcomes and will be managed as separate strategies and activities, as well as integrated efforts. The sections below reflect the alignment of DEIA priority areas to strategies and activities that are specific to the strategic objective. An overarching priority for all strategic objectives is the cross-cutting DEIA priority area for Data Collection, which speaks to the guiding principles that guide this work.

iv. Strategies and Activities

The activities in this DEIA Strategic Plan primarily focus on further demonstrating and amplifying the Secretary’s commitment to aligning DOI’s culture, programs, and functions to the spirit and intent of DEIA, such that the DOI workforce is representative of the people of the Nation and is fully benefiting from their expertise and lived experiences. Given DOI’s overall maturity model level of *1: Foundational Capacity*, the strategies and activities articulated for FY 2022 below are high level and foundational. As a result, examples of initiatives that will be undertaken and detailed in multi-year step-down plans are detailed in the sections below. Multi-

year activities will include a combination of actions which are feasible, given current levels of funding and staffing resources, as well as actions that will require additional resources to complete. Example multi-year activities that require additional resources to complete are indicated with an asterisk (*). The Department will continue to evaluate its current resource allocations and priorities to determine the best path forward for implementing the activities contained within this DEIA Strategic Plan within an aggressive but reasonable timeframe.

Primary DEIA Priority Area: Partnerships and Recruitment

Strategic Objective 1: Innovative, legitimate, and nondiscriminatory recruitment and hiring tactics drive continuous increases in qualified and hired applicants from underrepresented groups.

Measures:

- Increase in diversity of applicant pool
- Increase in diversity of applicant pool referred
- Increase in diversity of applicant pool selected

Strategy 1.1: Provide tools to increase outreach/awareness and support legitimate, nondiscriminatory candidate review/selection*

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
<p>1. Develop tools to support outreach and recruitment activities for targeted job opportunities, including paid internships, leveraging the <i>My DOI Career</i> “Targeted Strategic Recruitment” Artificial Intelligence (AI) tool and the “Student Internship Discovery” AI tool, developed by the <i>Diversity Joint Venture for Careers in Conservation</i> in partnership with <i>My DOI Career</i>.*</p> <p>Owner: Chief Human Capital Officer (CHCO)</p>	<p>1. Pilot tools to support outreach and recruitment activities for targeted job opportunities, including paid internships.*</p> <p>Owner: CHCO</p>	<p>1. Assess utility of tools for outreach and recruitment activities for targeted job opportunities, including paid internships.*</p> <p>Owner: CHCO</p>	<p>1. Evolve tools to better support outreach and recruitment activities for targeted job opportunities, including paid internships.*</p> <p>Owner: CHCO</p>
<p>2. Develop tools to support candidate awareness of</p>	<p>2. Pilot tools to support candidate</p>	<p>2. Assess utility of tools for candidate</p>	<p>2. Evolve tools for candidate awareness</p>

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
occupation requirements and resume development, leveraging the <i>My DOI Career</i> publicly available website.* Owner: CHCO	awareness of occupation requirements and resume development.* Owner: CHCO	awareness of occupation requirements and resume development. Owner: CHCO	of occupation requirements and resume development.* Owner: CHCO
3. Develop tools to support legitimate, nondiscriminatory candidate review and selection.* Owner: CHCO	3. Pilot tools to support legitimate, nondiscriminatory candidate review and selection.* Owner: CHCO	3. Assess utility of tools to support legitimate, nondiscriminatory candidate review and selection. Owner: CHCO	3. Evolve tools to support legitimate, nondiscriminatory candidate review and selection.* Owner: CHCO

Strategic Objective 1: Innovative recruitment and hiring tactics drive continuous increases in qualified and hired applicants from underrepresented groups.

Measures:

- Increase in diversity of applicant pool
- Increase in diversity of applicant pool referred
- Increase in diversity of applicant pool selected

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

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams. Owner: CDO, CHCO, and PDO	1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams. Owner: CDO, CHCO, and PDO	1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams. Owner: CDO, CHCO, and PDO	1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams. Owner: CDO, CHCO, and PDO
2. Develop plan for data acquisition (e.g., campaign for demographic data)	2. Engage applicant pool for demographic data updates, collect	2. Continue collecting updated and new demographic data from	2. Continue collecting updated and new demographic data

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
updates/collection from applicants, collection/curation of new data, such as for reasons for not selecting candidates, etc.). Owner: CDO, CHCO, and PDO	and curate data on candidate vetting and hiring, and identify funding and timeframe for enabling new data collection in relevant systems.* Owner: CDO, CHCO, and PDO	existing data, and begin altering systems to collect new data, as funded and prioritized by the DEIA Council.* Owner: CDO, CHCO, and PDO	from existing data, and continue altering systems to collect new data, as funded and prioritized by the DEIA Council.* Owner: CDO, CHCO, and PDO
3. Identify triggers for further inquiry (e.g., for barriers to inclusion, etc.). Owner: CDO, CHCO, and PDO	3. Analyze triggers to identify barriers, as prioritized by the DEIA Council. Owner: CDO, CHCO, and PDO	3. Analyze priority triggers to identify barriers, and plan approaches to removing barriers aligned with strategic objectives and strategies for year one and beyond. Owner: CDO, CHCO, and PDO	3. Analyze priority triggers to identify barriers and begin to execute approaches to removing barriers aligned with strategic objectives and strategies for year one and beyond. Owner: CDO, CHCO, and PDO

Primary DEIA Priority Area: DEIA Training and Learning

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

Measures:

- Federal Employee Viewpoint Survey (FEVS) inclusion quotient
- Increased retention of employees

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

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
1. Kick off Leadership DEIA Roadshow,	1. Partner with regions and/or Bureaus to continue	1. Partner with regions and/or Bureaus to continue	1. Partner with regions and/or Bureaus to continue

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
<p>demonstrating commitment (DOI-wide).</p> <p>Owner: DEIA Council</p>	<p>Leadership DEIA Roadshow.</p> <p>Owner: DEIA Council</p>	<p>Leadership DEIA Roadshow.</p> <p>Owner: DEIA Council</p>	<p>Leadership DEIA Roadshow.</p> <p>Owner: DEIA Council</p>
<p>2. Communicate expectations for accountability to DEIA, including plans to require DEIA performance elements for supervisors.</p> <p>Owner: CHCO</p>	<p>2. Draft DEIA performance elements for supervisors.</p> <p>Owner: CHCO</p>	<p>2. Finalize DEIA performance element for supervisors.</p> <p>Owner: CHCO</p>	<p>2. Issue policy requiring use of DEIA performance elements for supervisors.</p> <p>Owner: CHCO</p>
<p>3. Communicate plans to conduct an equity audit and survey of employees for workplace equity perceptions.</p> <p>Owner: PDO</p>	<p>3. Coordinate with Bureaus/Offices to review surveys to date and develop plan to conduct an equity audit and survey of employees for workplace equity perceptions.</p> <p>Owner: PDO</p>	<p>3. Coordinate with Bureaus/Offices to review surveys to date and develop plan to conduct an equity audit and survey of employees for workplace equity perceptions.</p> <p>Owner: PDO</p>	<p>3. Coordinate with Bureaus/Offices to conduct an equity audit and survey of employees for workplace equity perceptions.</p> <p>Owner: PDO</p>
<p>4. Identify, select, integrate, and amplify best practices for DEIA Training and Learning success from Bureaus/Offices.</p> <p>Owner: Chief Learning Officer (CLO)</p>	<p>4. Pilot expansion of prioritized best practices for DEIA Training and Learning success from Bureaus/Offices.</p> <p>Owner: CLO</p>	<p>4. Pilot expansion of prioritized best practices for DEIA Training and Learning success from Bureaus/Offices.</p> <p>Owner: CLO</p>	<p>4. Measure incremental success of prioritized best practices and socialize lessons learned for DEIA Training and Learning success from Bureaus/Offices.</p> <p>Owner: CLO</p>

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

Measures:

- Timeliness of providing reasonable accommodations,
- Reduction in complaints with claims of failure to provide reasonable accommodations,
- Increased retention of employees with disabilities,
- Increased compliance with accessibility for documents and information technology systems, and
- Increases in employees with disabilities in DOI workforce

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

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
<p>1. Establish DOI Disability Employee Resource Group (ERG).</p> <p>Owner: ODICR and Office of Human Capital (OHC)</p>	<p>1. Partner with the Department-wide Disability ERG to establish a leadership roundtable series focused on raising awareness for Agency leaders and for coordinating the establishment of plans for DEIA training and learning related to inclusion, accessibility, and a safe workplace culture for employees with disabilities.</p> <p>Owner: ODICR, OHC, and CLO</p>	<p>1. Leverage the Department-wide Disability ERG to identify employees to support implementation of plans for DEIA Training and Learning related to inclusion, accessibility, and a safe workplace culture for employees with disabilities.</p> <p>Owner: ODICR, OHC, and CLO</p>	<p>1. Formalize use of the Department-wide Disability ERG for supporting and assisting training delivery related to inclusion, accessibility, and a safe workplace culture for employees with disabilities.</p> <p>Owner: ODICR, OHC, and CLO</p>
<p>2. Draft revised reasonable accommodations policy, and front-line supervisor resources and training, that aligns with EO 14035,</p>	<p>2. Socialize revised Reasonable Accommodations policy that aligns</p>	<p>2. Finalize revised Reasonable Accommodations policy that aligns with</p>	<p>2. Issue revised Reasonable Accommodations policy that aligns</p>

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
<p>entitled, “DEIA in the Federal Workforce” and EO 13164, entitled, “Requiring Federal Agencies to Establish Procedures to Facilitate the Provision of Reasonable Accommodation.”</p> <p>Owner: OHC and ODICR</p>	<p>with EO 14035 and EO 13164.</p> <p>Owner: OHC and ODICR</p>	<p>EO 14035 and EO 13164.</p> <p>Owner: OHC and ODICR</p>	<p>with EO 14035 and EO 13164.</p> <p>Owner: OHC and ODICR</p>
<p>3. Define multi-year plan and criteria for assessing information technology and facilities against employee needs and requests for reasonable accommodations to support equitable access to supports and prioritize actions to advance accessibility.*</p> <p>Owner: PDO and Chief Information Officer (CIO)</p>	<p>3. Brief DEIA Council and receive feedback on proposed multi-year plan and criteria for assessing information technology and facilities against employee needs and requests for reasonable accommodations to support equitable access to supports and prioritize actions to advance accessibility.*</p> <p>Owner: PDO and CIO</p>	<p>3. Work with DEIA Council to finalize proposed multi-year plan and criteria for assessing information technology and facilities against employee needs and requests for reasonable accommodations to support equitable access to supports and prioritize actions to advance accessibility.*</p> <p>Owner: PDO and CIO</p>	<p>3. Begin assessing information technology and facilities against employee needs and requests for reasonable accommodations to support equitable access to supports and prioritize actions to advance accessibility, as prioritized by DEIA Council.*</p> <p>Owner: PDO and CIO</p>

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

Measures:

- FEVS inclusion quotient
- FEVS Agency-Specific Indicators regarding harassing conduct
- Increased retention of employees

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

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
<p>1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams.</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>	<p>1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams.</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>	<p>1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams.</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>	<p>1. Publish enterprise-wide data for use by cross-functional DEIA collaboration teams.</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>
<p>2. Develop plan for data acquisition (e.g., campaign for demographic data updates/collection from general workforce; collection/curation of new data, such as for tracking and managing reasonable accommodation requests; etc.).</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>	<p>2. Initiate workforce demographic data collection on professional development and learning participation to date, and identify funding and timeframe for enabling new data collection in relevant systems.*</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>	<p>2. Continue collecting updated and new demographic data, and begin altering systems to collect new data, as funded and prioritized by the DEIA Council.*</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>	<p>2. Continue collecting updated and new demographic data, and continue altering systems to collect new data, as funded and prioritized by the DEIA Council.*</p> <p>Owner: DEIA Council, CDO, CHCO, and PDO</p>
<p>3. Identify triggers for further inquiry (e.g., for barriers to inclusion, etc.).</p>	<p>3. Analyze triggers to identify barriers, as prioritized by the DEIA Council.</p>	<p>3. Analyze priority triggers to identify barriers and plan approaches to removing barriers</p>	<p>3. Analyze priority triggers to identify barriers and begin and execute approaches to</p>

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
Owner: DEIA Council, CHCO, and PDO	Owner: DEIA Council, CHCO, and PDO	aligned with strategic objectives and strategies for year one and beyond. Owner: DEIA Council, CHCO, and PDO	removing barriers aligned with strategic objectives and strategies for year one and beyond. Owner: DEIA Council, CHCO, and PDO

Primary DEIA Priority Area: Professional Development and Advancement

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

Measures:

- FEVS inclusion quotient
- Increased retention of employees

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

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
1. Draft policy requiring employees to have an annual learning plan. Owner: CHCO and CLO	1. Draft resources and toolkits for employees and supervisors to create learning plans. Owner: CHCO and CLO	1. Issue policy requiring employees to have an annual learning plan. Owner: CHCO and CLO	1. Provide resources, toolkits, and webinars to promote the creation of learning plans. Owner: CHCO and CLO
2. Map DOI-specific learning content to competencies and occupations to enable employee identification of relevant learning related to desired career growth, and pilot tools to suggest tailored learning to employees.	2. Map DOI-specific learning content to competencies and occupations to enable employee identification of relevant learning related to desired career growth, and pilot tools to suggest tailored learning to employees.	2. Map DOI-specific learning content to competencies and occupations to enable employee identification of relevant learning related to desired career growth, and pilot tools to suggest tailored learning to employees.	2. Map DOI-specific learning content to competencies and occupations to enable employee identification of relevant learning related to desired career growth, and pilot tools to suggest

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
Owner: CLO	Owner: CLO	Owner: CLO	tailored learning to employees. Owner: CLO
3. Promote and grow the use of DOI Career Connection for detail and rotational experiential learning assignments for all employees. Owner: CLO	3. Promote and grow the use of DOI Career Connection for detail and rotational experiential learning assignments for all employees. Owner: CLO	3. Promote and grow the use of DOI Career Connection for detail and rotational experiential learning assignments for all employees. Owner: CLO	3. Promote and grow the use of DOI Career Connection for detail and rotational experiential learning assignments for all employees. Owner: CLO

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

Measures:

- Number of employees identified as other than “White” or “Not Identified” who receive a promotion
- FEVS inclusion quotient
- Pulse survey results
- Exit interview survey results
- Increased retention of employees

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

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
1. Assess learning content for alignment with DEIA principles, leveraging the <i>My DOI Career</i> Competency Suggestion AI tool, as required by EO 13988. Owner: CLO, CHCO, and PDO	1. Assess learning content for alignment with DEIA principles, and begin working with content owners to ensure updates to content as needed. Owner: CLO	1. Assess learning content for alignment with DEIA principles, and continue working with content owners to ensure updates to content as needed. Owner: CLO	1. Assess learning content for alignment with DEIA principles, and continue working with content owners to ensure updates to content as needed. Owner: CLO

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
<p>2. Develop plan for data acquisition (e.g., campaign for demographic data updates/collection from applicants; collection/curation of new data, such as for training and development; etc.).</p> <p>Owner: CLO</p>	<p>2. Engage applicant pool for demographic data updates, collect and curate data on candidate vetting and selection for professional development, and identify funding and timeframe for enabling new data collection in relevant systems.*</p> <p>Owner: CLO</p>	<p>2. Continue collecting updated and new demographic data and begin altering systems to collect new data, as funded and prioritized by the DEIA Council.</p> <p>Owner: CLO</p>	<p>2. Continue collecting updated and new demographic data and continue altering systems to collect new data, as funded and prioritized by the DEIA Council.</p> <p>Owner: CLO</p>
<p>3. Identify triggers for further inquiry (e.g., for barriers to inclusion, pay equity, awards equity, etc.).</p> <p>Owner: PDO</p>	<p>3. Analyze triggers to identify barriers, as prioritized by the DEIA Council.</p> <p>Owner: PDO</p>	<p>3. Analyze priority triggers to identify barriers and plan approaches to removing barriers aligned with strategic objectives and strategies for year one and beyond.</p> <p>Owner: PDO</p>	<p>3. Analyze priority triggers to identify barriers and begin and execute approaches to removing barriers aligned with strategic objectives and strategies for year one and beyond.</p> <p>Owner: PDO</p>

i. Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment

The Department has implemented an Anti-Harassment Program guided by the anti-harassment policy Personnel Bulletin 18-01, entitled “Prevention and Elimination of Harassing Conduct.” The policy updates and amends the Department’s policy on providing a work environment free from harassing conduct and unlawful 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 can promptly stop, harassing conduct that is or has the potential to become so severe or pervasive as to constitute a legal claim of harassment. Harassing conduct prohibited by Personnel Bulletin 18-01 includes, but is broader than, the legal definition of unlawful harassment.

The CADR has established an organizational ombuds program, which provides a confidential, safe space for employees to discuss concerns about any workplace issue, including harassing conduct and unlawful harassment, without fear of retaliation or reputational concerns. The

CADR ombuds assist employees in exploring options to address their issues, including Personnel Bulletin 18-01 and EEO complaint processes, and in determining a path forward. The CADR ombuds also share aggregate information about trends in the types of issues that are discussed with them using an industry standard classification system without identifying individuals.

The Department acknowledges that harassment based on any legally protected status (including sex-based harassment) is the most frequently alleged issue in EEO complaints, comprising 124 out of 273, or 45.4 percent, of EEO complaints filed in FY 2020. Several potential additional barriers have been identified, such as:

- Bureau/Office Human Capital offices do not consistently track allegations of harassing conduct and unlawful harassment brought under the Personnel Bulletin 18-01 process, ultimately preventing the Department from assessing the scope of the issue.
- Standards and practices to investigate harassing conduct and unlawful harassment complaints vary throughout the Department and should be analyzed to ensure that they comply with investigative standards established and utilized by the EEOC, which oversees appeals of unlawful harassment complaints.

The Department has an opportunity to improve communications regarding the Anti-Harassment Program, including addressing the need for further training on Personnel Bulletin 18-01. Among other things, a lack of clear communication and/or training on Personnel Bulletin 18-01 may prohibit the Department from taking immediate corrective action to address harassing conduct and unlawful harassment as alleged.

With respect to Inclusive Workplace Culture, the Department supports more than 40 ERG's and maintains more than 1,200 collateral duty diversity partners to help further its DEIA message. Collateral duty diversity partners are comprised of Diversity Change Agent and Special Emphasis Program committees. During FY 2020 and FY 2021, ODICR hosted a series of discussions and facilitated trainings to unite and standardize the diversity partners to achieve intentional results which align with the EEOC Key Performance Indicators for establishing a model employer.

Between FY 2020 and FY 2021, the Department launched more than 100 instructor-led virtual training sessions on bystander intervention and intergenerational sensitivity that reached more than 3,000 employees. The overarching goal was to provide employees with a variety of strategies to stop unwelcomed, inappropriate, and unprofessional behavior.

Each of the Bureaus implemented some form of training, educational and awareness opportunities, and outreach initiatives to improve the workplace culture. These efforts resulted in managers and supervisors proactively serving as champions in planned events implemented throughout the year to improve employee engagement and inclusion. Several provided financial resources to implement comprehensive activities to influence inclusion.

These efforts notwithstanding, there is opportunity to amplify executive sponsorship, sponsorship at every level of the Department, and a demonstrated commitment from all leaders to adequately fund DEIA programs and initiatives, improve data, and advance and promote

equity, which would help address barriers to a more inclusive workplace culture. The activities below are reflective of the high-level focus areas of year one of this strategic plan.

DEIA Priority Area: Safe Workplaces

Measures:

- FEVS Agency-Specific Indices (specific to PB 18-01)

Activities:

FY 2022 Q4 Activities	FY 2023 Q1 Activities	FY 2023 Q2 Activities	FY 2023 Q3 Activities
<p>1. Leverage EO 13988 efforts to update policies, procedures, and training for alignment with DEIA principles.</p> <p>Owner: OHC, Office of Employee Development (OED), and ODICR</p>	<p>1. Finalize an anti-harassment training to be required of all Department employees.</p> <p>Owner: OED and ODICR</p>	<p>1. Develop a Sexual Orientation and Gender Identity (SOGI) policy that prohibits discrimination based on transgender status, gender identity, or gender expression.</p> <p>Owner: OHC, ODICR and Employment Labor Law Unit (ELLU)</p>	<p>1. Begin the collection of SOGI data and communicate with the workforce how the data will be protected, why it is important to voluntarily self-report, and for what purpose the data will be used.</p> <p>Owner: OHC, Interior Business Center and ELLU</p>
<p>2. Draft religious accommodation policy and front-line supervisor resources and training to implement the policy.</p> <p>Owner: OHC and ODICR</p>	<p>2. Obtain feedback on draft religious accommodation policy and front-line supervisor resources and training to implement the policy.</p> <p>Owner: OHC and ODICR</p>	<p>2. Finalize religious accommodation policy and front-line supervisor resources and training to implement the policy.</p> <p>Owner: OHC and ODICR</p>	<p>2. Issue religious accommodation policy and front-line supervisor resources and training to implement the policy.</p> <p>Owner: OHC and ODICR</p>

Appendix A: Evidence (Charts and Graphs)

Overall Workforce Composition

Race/Ethnicity Diversity Representation, Overall, compared to the Civilian Labor Force (CLF)

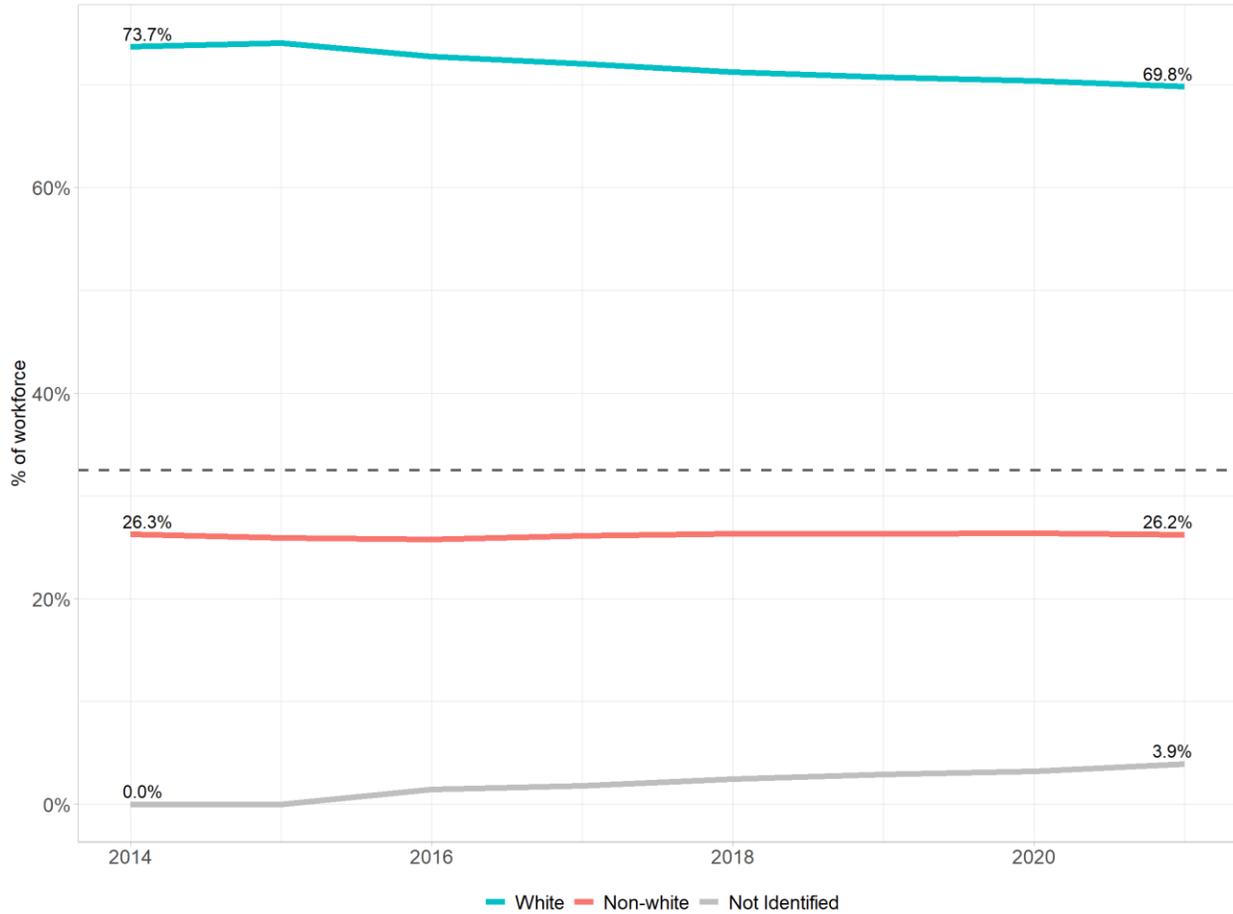


Figure 1

Note: Dashed line represents the 32.5 percent of non-white people in the 2014-2018 CLF.

[Go Back](#)

Race/Ethnicity Diversity Representation, Overall (excluding BIA, BIE, BTFA), compared to the CLF

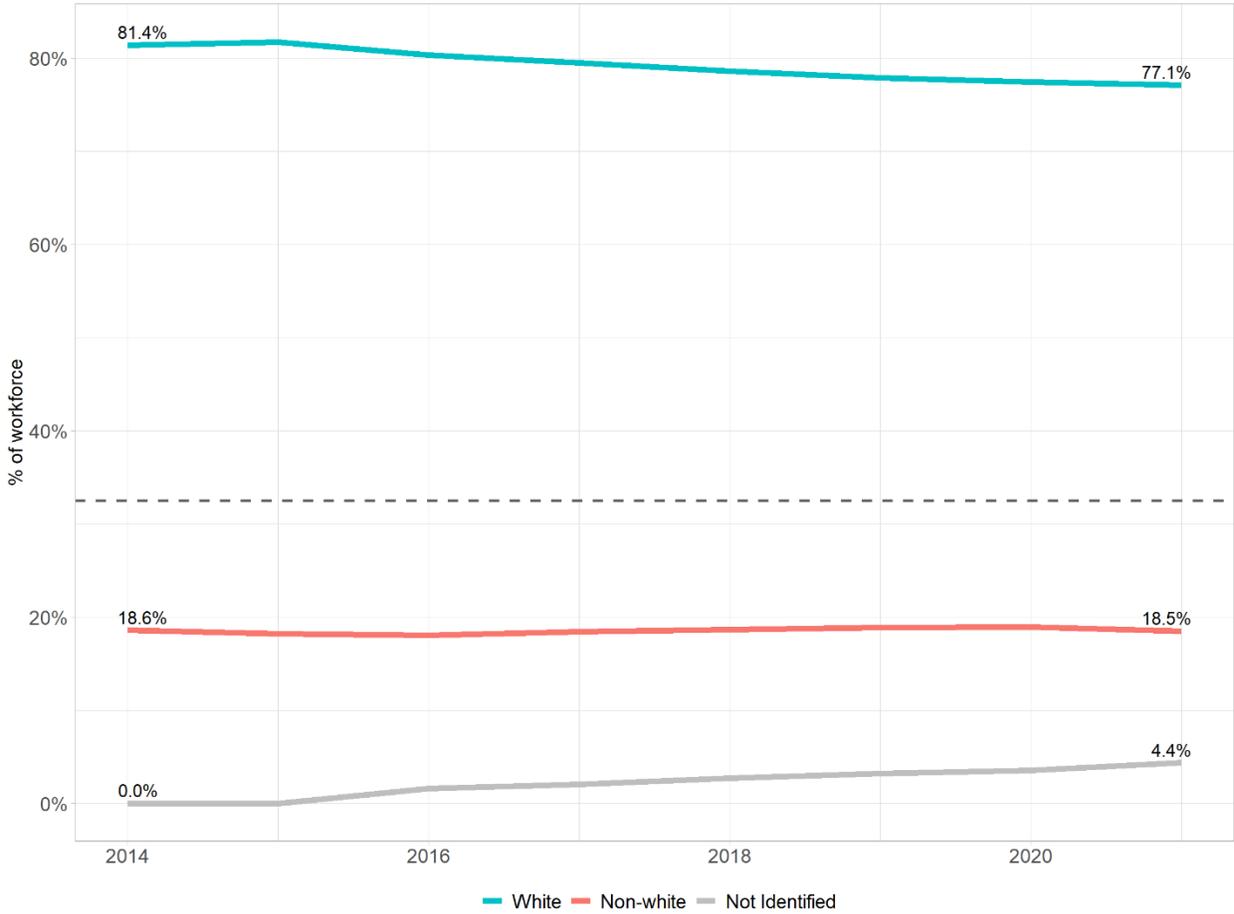


Figure 2

Note: Dashed line represents the 32.5 percent of non-white people in the 2014-2018 CLF.

[Go Back](#)

Race/Ethnicity Diversity Representation, by Bureau, compared to the CLF

How do the minority representations within DOI bureaus compare to the overall civilian labor force?

This graph shows the non-white percentage of the FY 2021 workforce (both permanent and non-permanent employees) for each bureau and the non-white percentage of the overall civilian labor force (line). Hover over bars for more information.

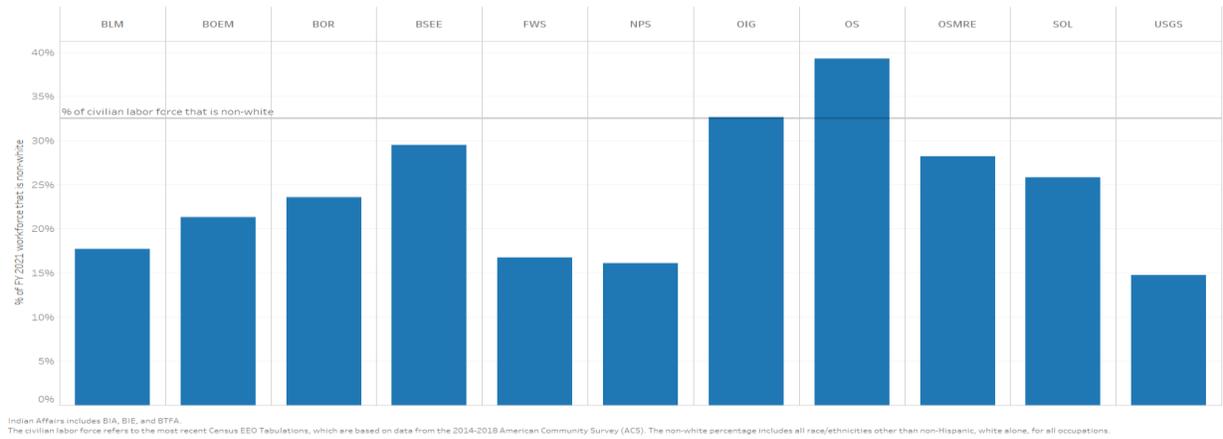


Figure 3

Note: Dashed line represents the 32.5 percent of non-white people in the 2014-2018 CLF. Indian Affairs (BIA, BIE, and BTFA) organizations are not shown in this view due to statutory Indian preference hiring authorities which have a positive effect on hiring within the American Indian and Native Alaskan community.

[Go Back](#)

Race/Ethnicity Diversity Representation, by Bureau, compared to the CLF

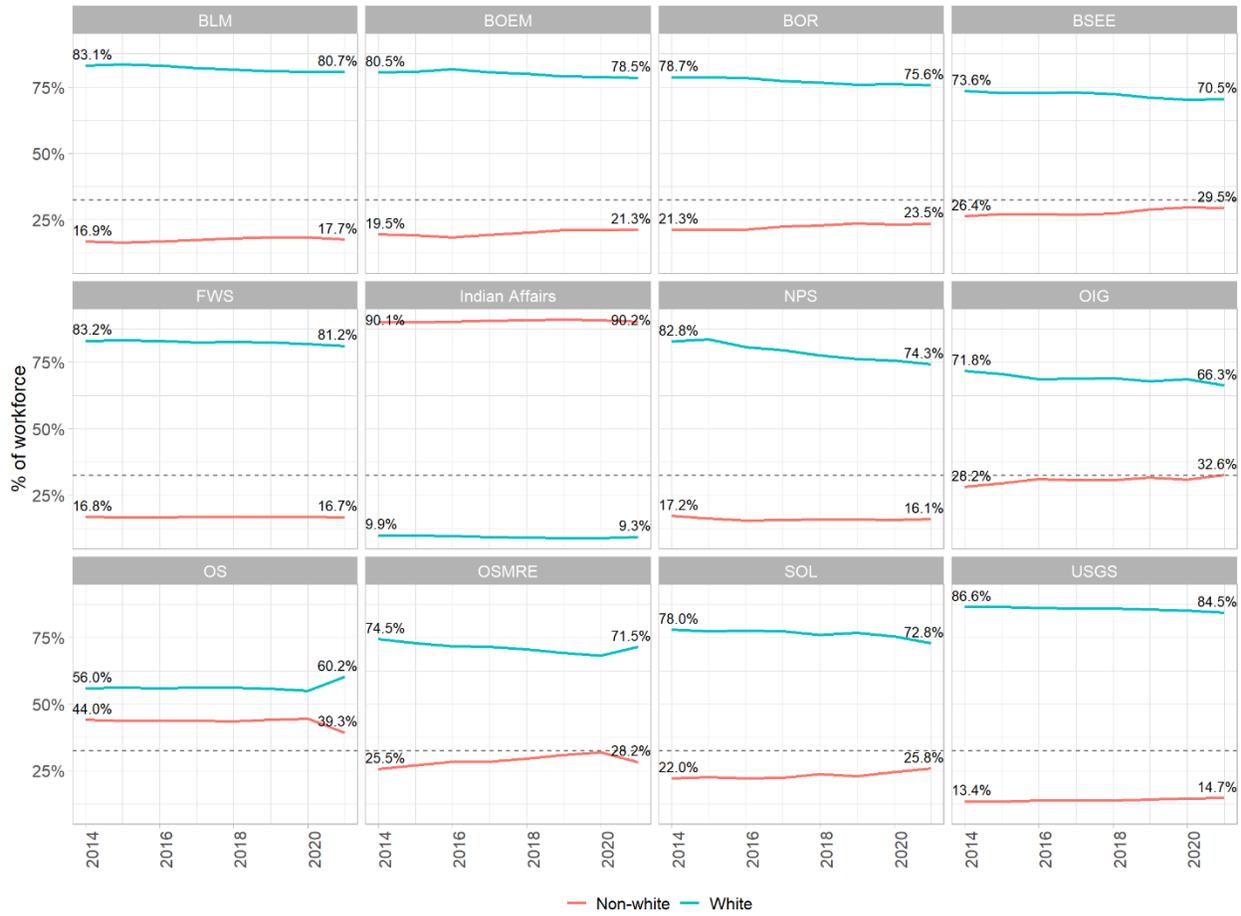


Figure 4

Note: Dashed line represents the 32.5 percent of non-white people in the 2014-2018 CLF. Indian Affairs includes BIA, BIE, and BTFA. BIE and BTFA did not exist as Bureaus prior to FY 2021. Prior to FY 2021, employees in those Bureaus were organizationally located in BIA and Office of the Secretary (OS).

[Go Back](#)

Sexual Orientation/Gender Identity: Male and Female Representation, Overall

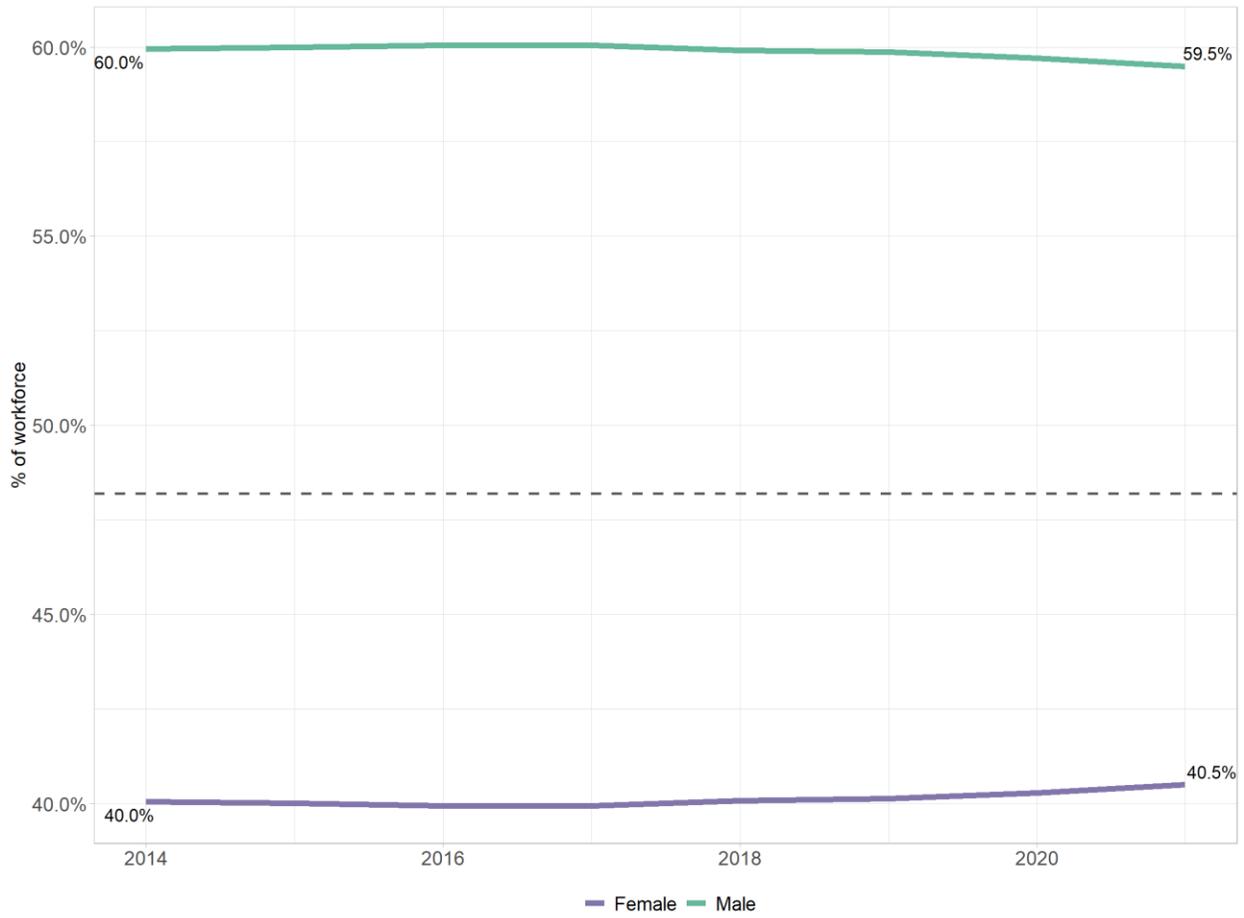


Figure 5

Note: Dashed line represents the 48.2 percent of women in the 2014-2018 CLF.

[Go Back](#)

Sexual Orientation/Gender Identity: Male and Female Representation, by Bureau



Figure 6

Note: Dashed line represents the 48.2 percent of women in the 2014-2018 CLF. Indian Affairs includes BIA, BIE, and BTFA. BIE and BTFA did not exist as Bureaus prior to FY 2021. Prior to FY 2021, employees in those Bureaus were organizationally located in BIA and the Office of the Secretary (OS).

[Go Back](#)

Veteran Status, Overall

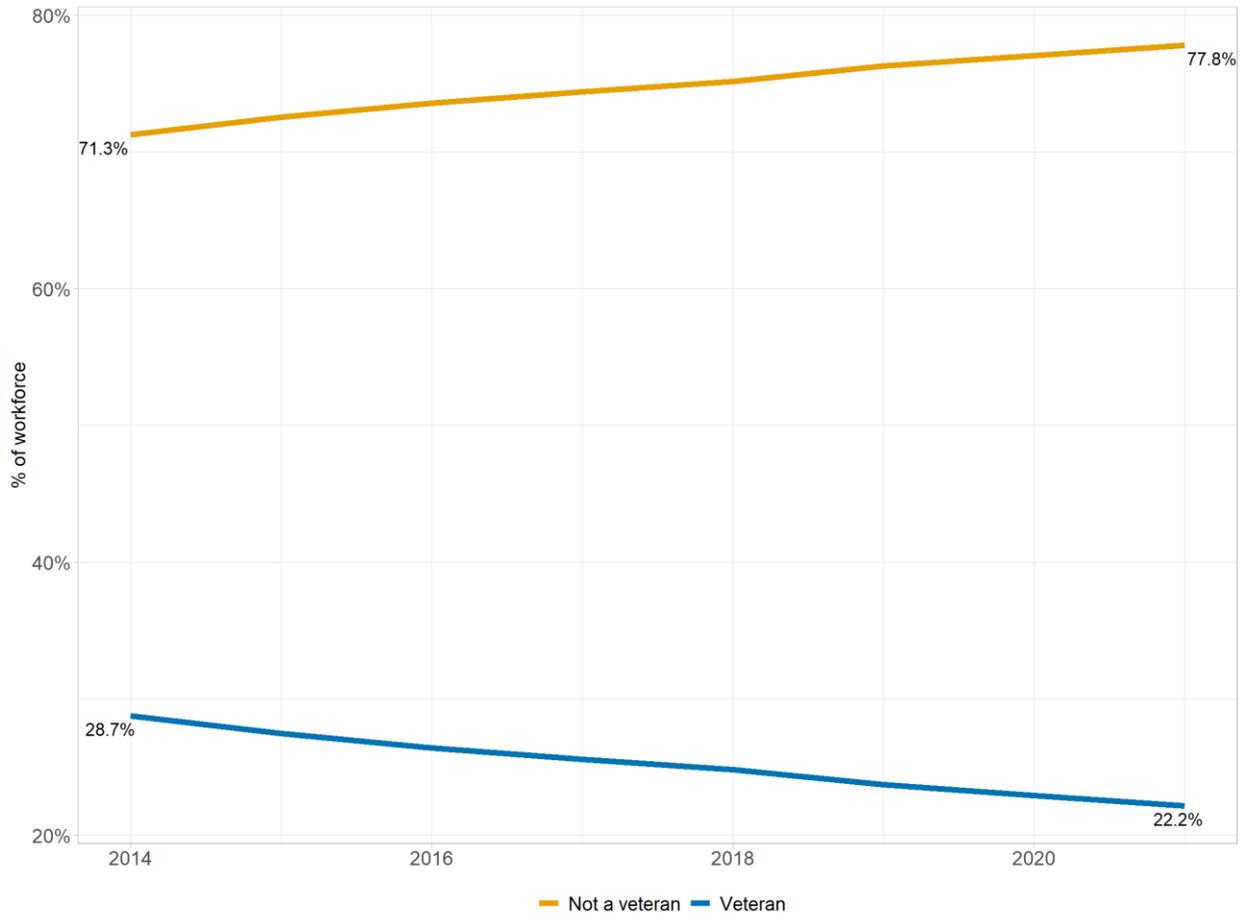


Figure 7

[Go Back](#)

Veteran Status, by Bureau

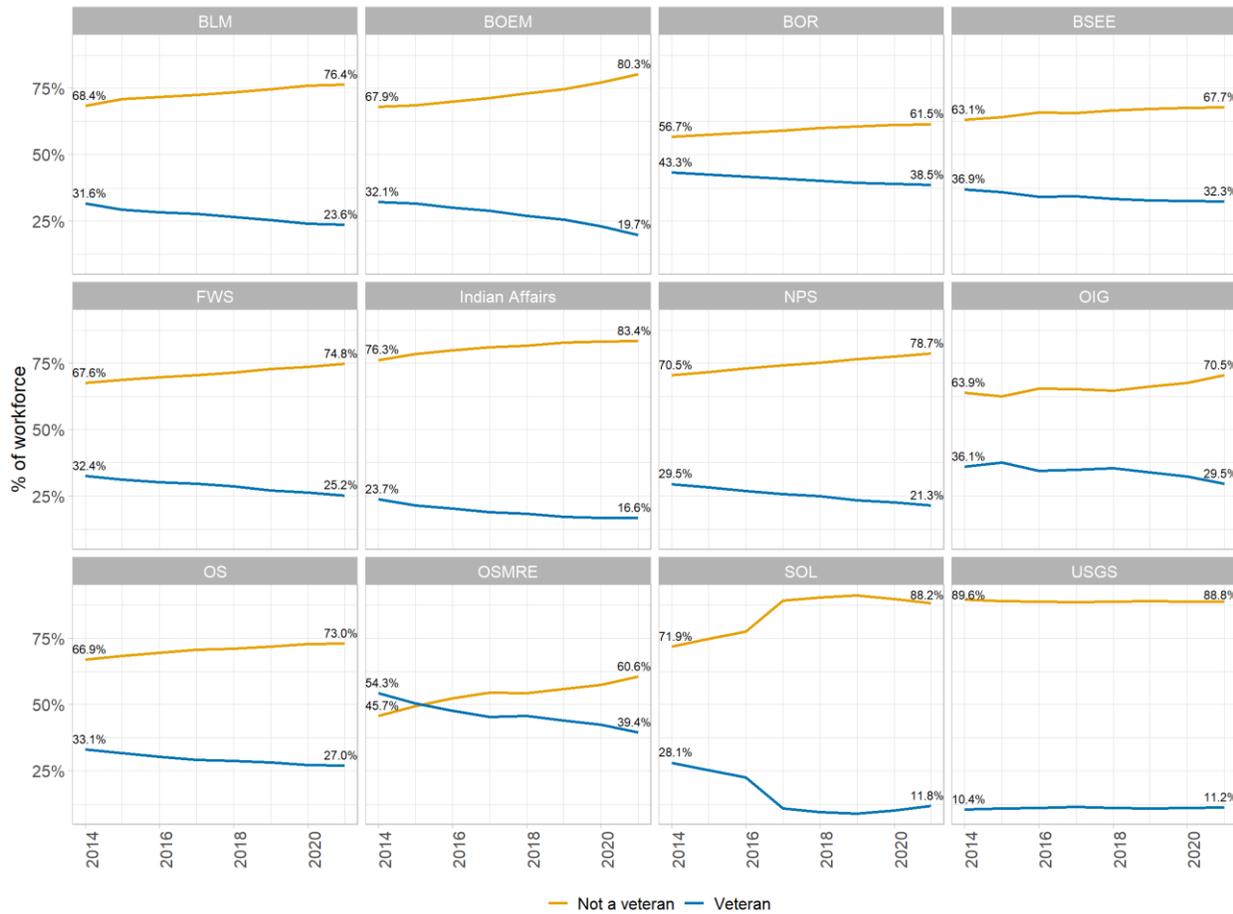


Figure 8

Note: Indian Affairs includes BIA, BIE, and BTFA. BIE and BTFA did not exist as Bureaus prior to FY 2021. Prior to FY 2021, employees in those Bureaus were organizationally located in BIA and OS.

[Go Back](#)

Disability Status, Overall

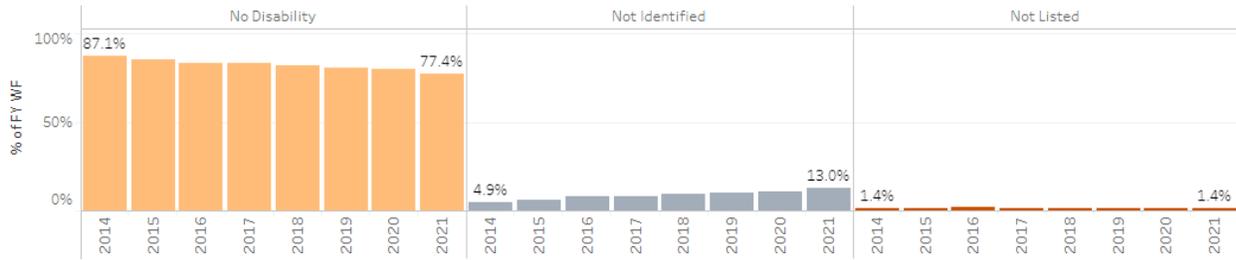


Figure 9

[Go Back](#)

Disability Status: Targeted Disability Overall

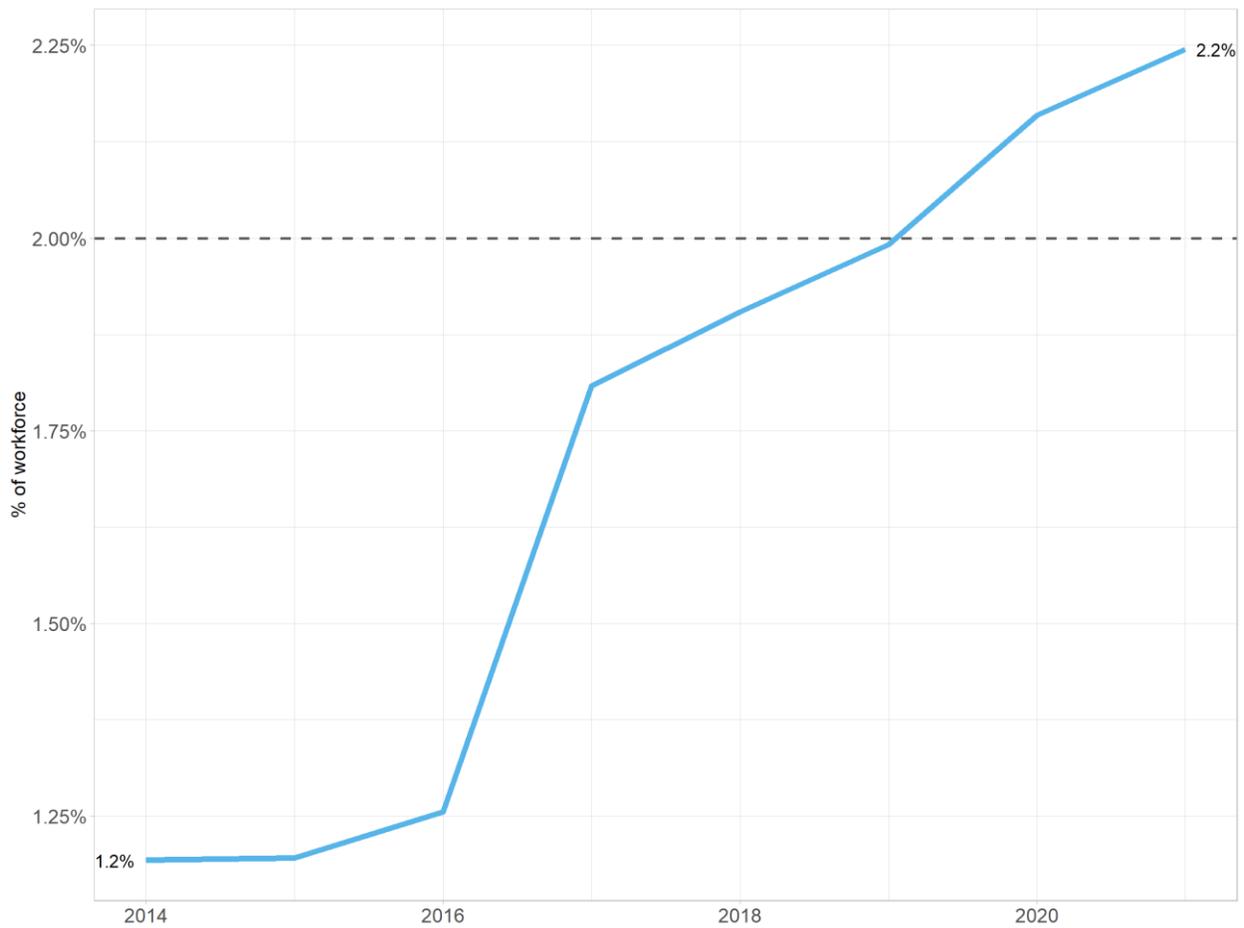


Figure 10

Note: Dashed line represents the 2 percent benchmark for persons with targeted disabilities.

[Go Back](#)

Disability Status: Targeted Disability, by Bureau

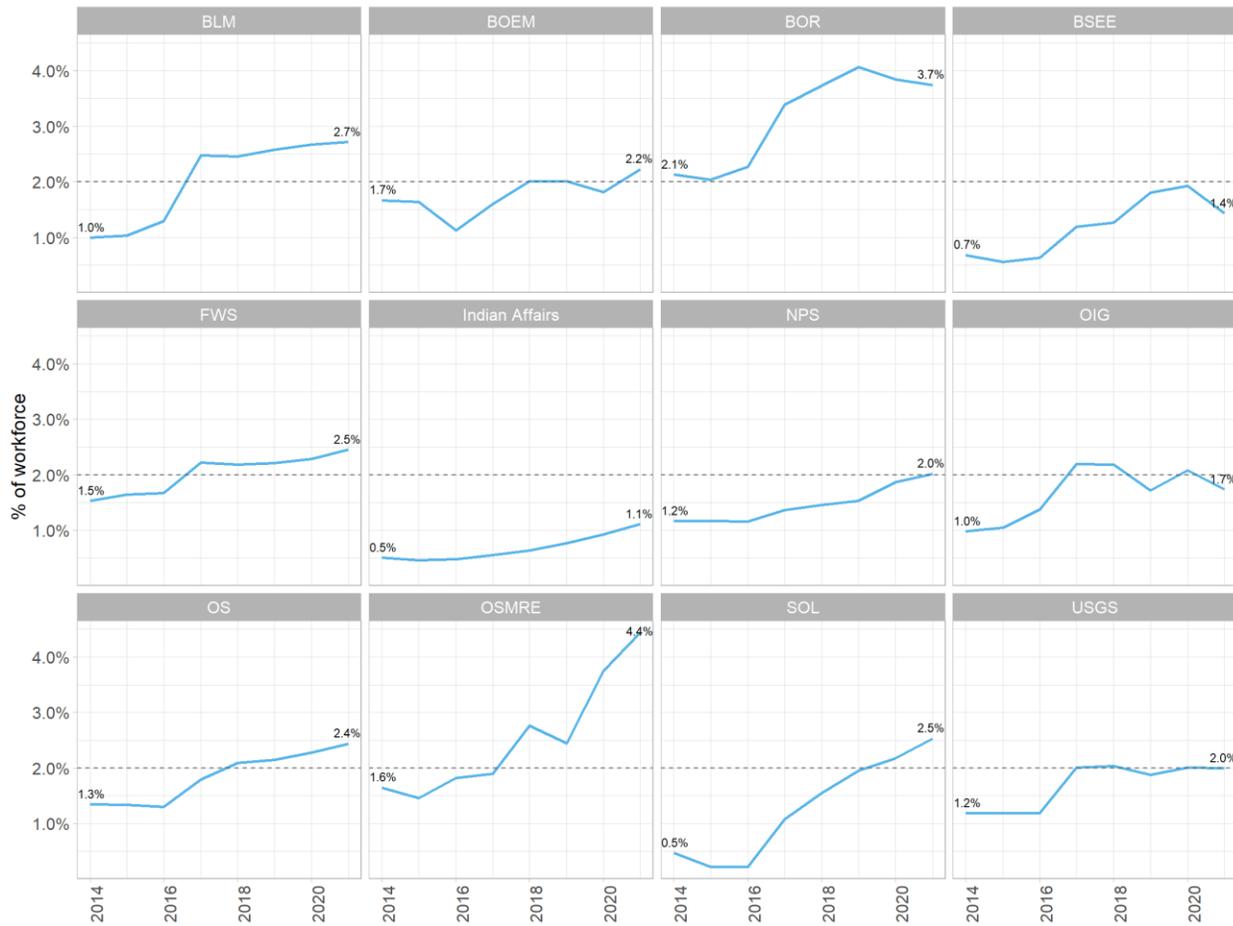


Figure 11

Note: Dashed line represents the 2 percent benchmark for persons with targeted disabilities. Indian Affairs includes BIA, BIE, and BTFA. BIE and BTFA did not exist as Bureaus prior to FY 2021. Prior to FY 2021, employees in those Bureaus were organizationally located in BIA and OS.

[Go Back](#)

Promotions, Overall

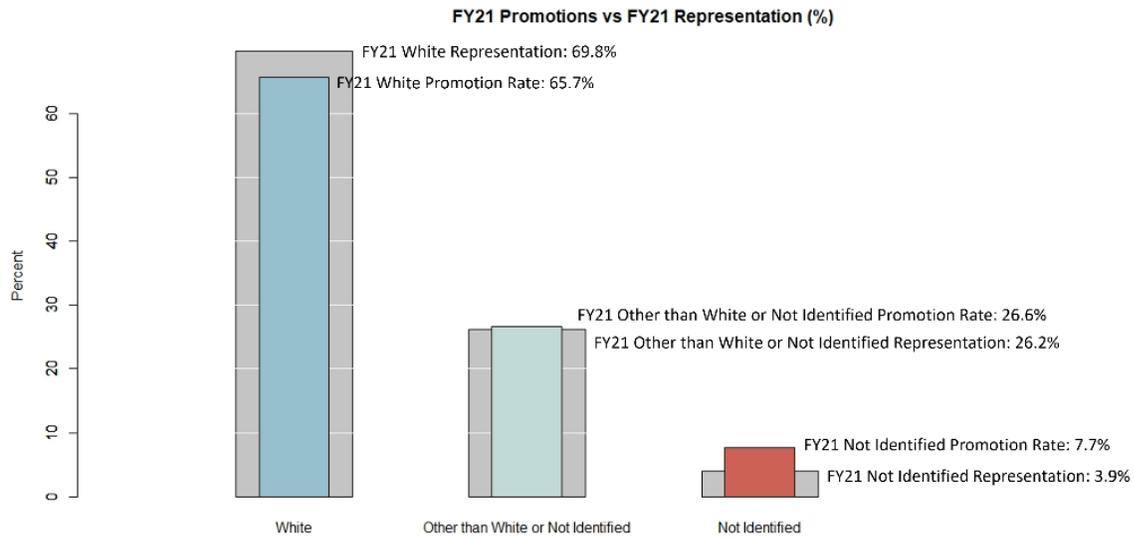


Figure 12

[Go Back](#)

Median Employee Age for Promotions, Overall

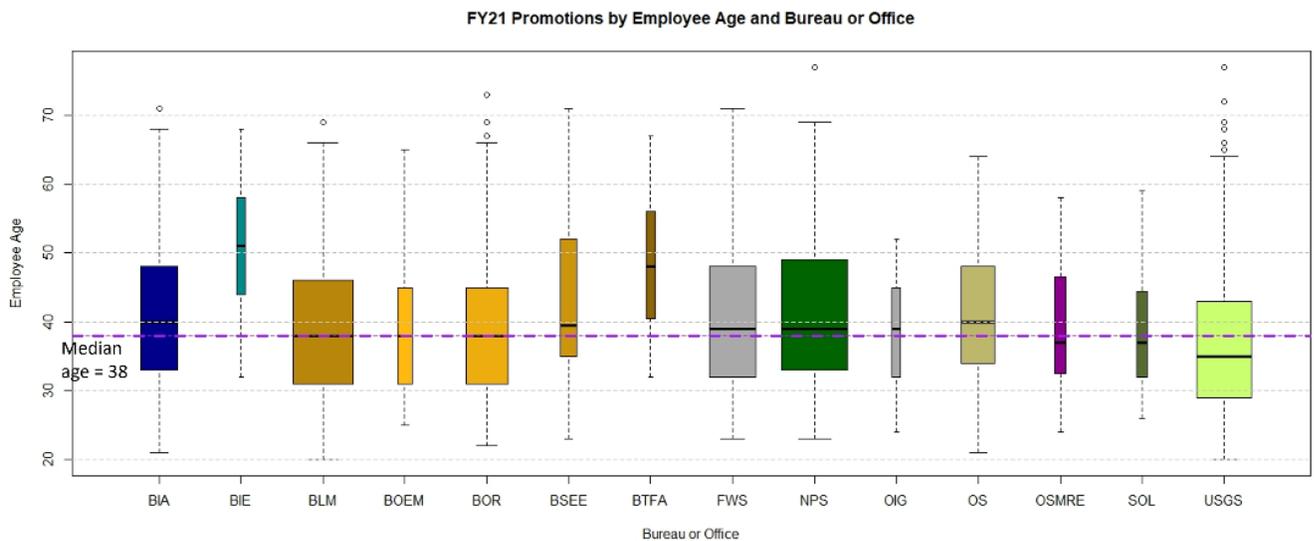


Figure 13

Note: Dashed line represents the median age (38 years) for promotions.

[Go Back](#)

Overall Applicant Composition

Applications by Demographic Category, FY 2021

FY21 Total Applications

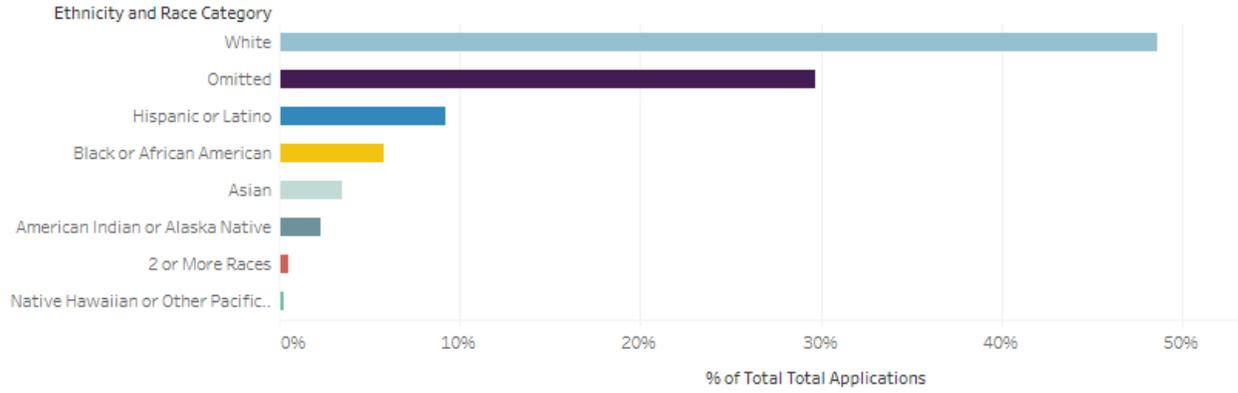


Figure 14

[Go Back](#)

Qualified Applications by Demographic Category, FY 2021

Qualified Applications

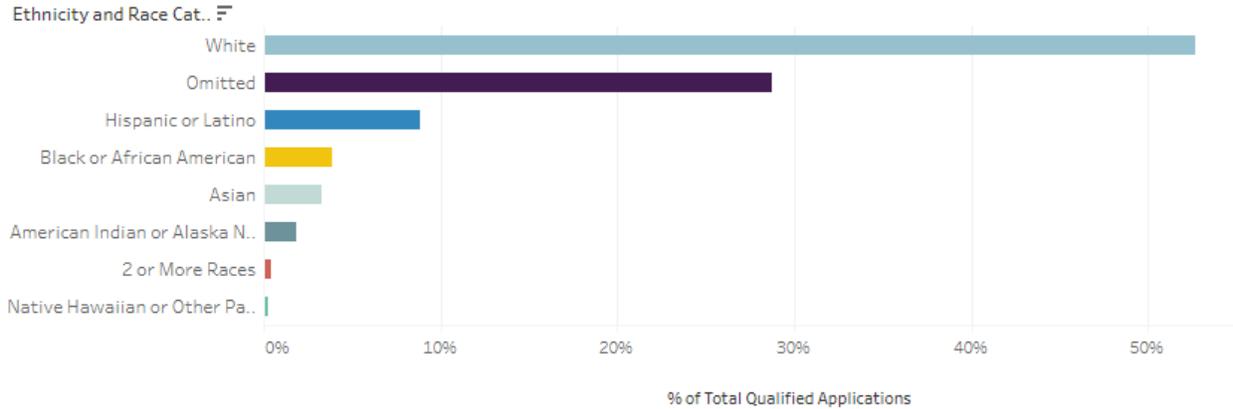


Figure 15

[Go Back](#)

Referred Applications by Demographic Category, FY 2021

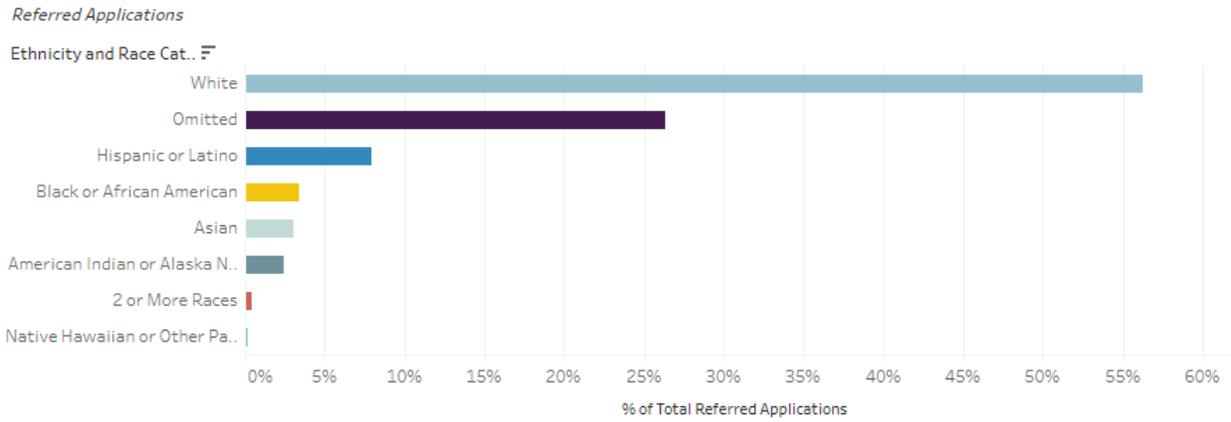


Figure 16

[Go Back](#)

Selected Applications by Demographic Category, FY 2021

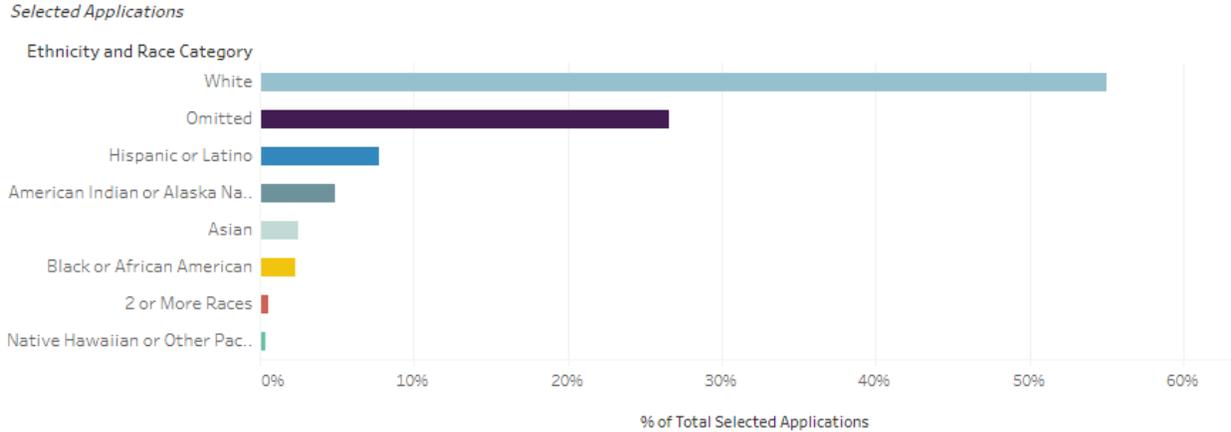


Figure 17

[Go Back](#)

Overall Applicant Composition for Student Trainees in 2021 (for occupational series 0099, 0199, 0299, 0399, 0499, 0599, 0899, 1099, 1199, 1399, 1599, and 2299):

Student Trainee Applications by Demographic Category, FY 2021

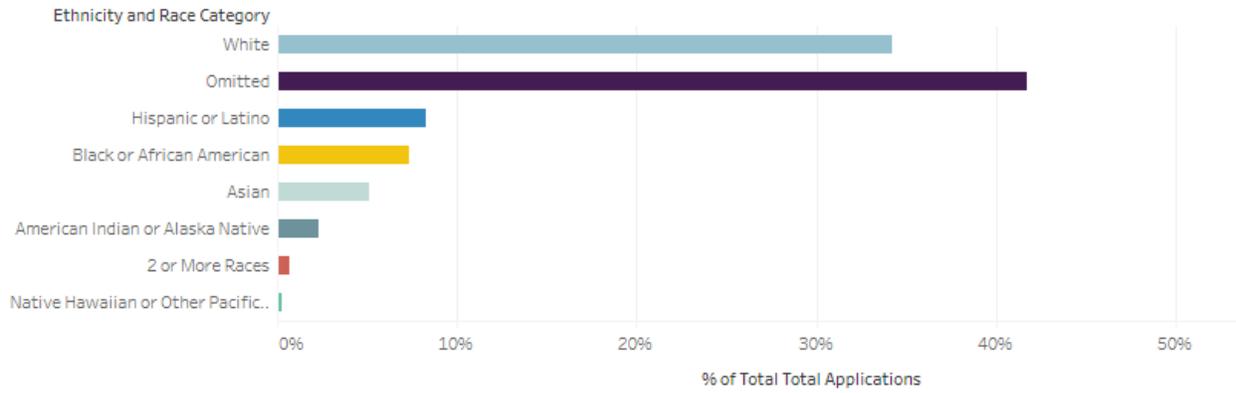


Figure 18

[Go Back](#)

Student Trainee Qualified Applications by Demographic Category, FY 2021

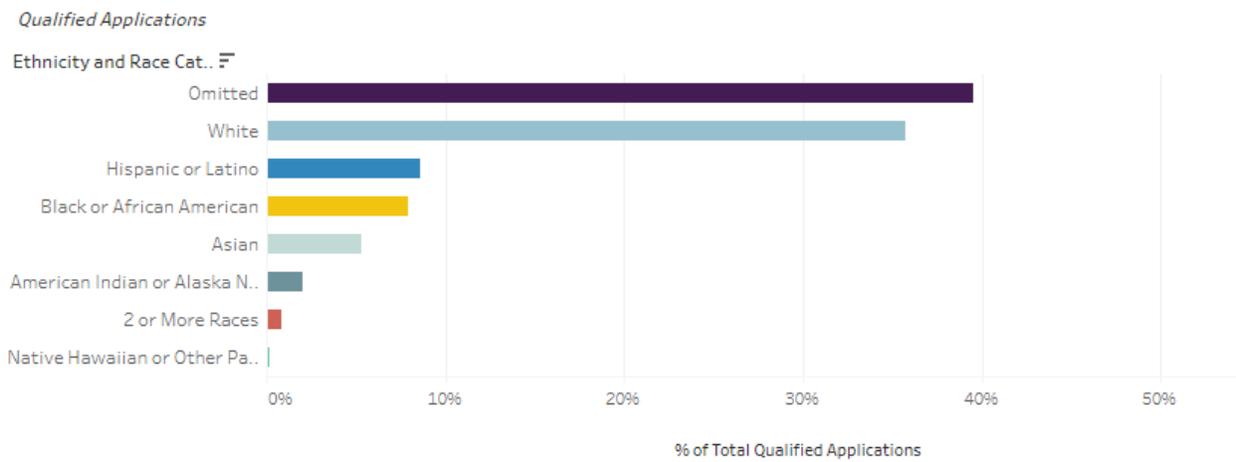


Figure 19

[Go Back](#)

Student Trainee Referred Applications by Demographic Category, FY 2021

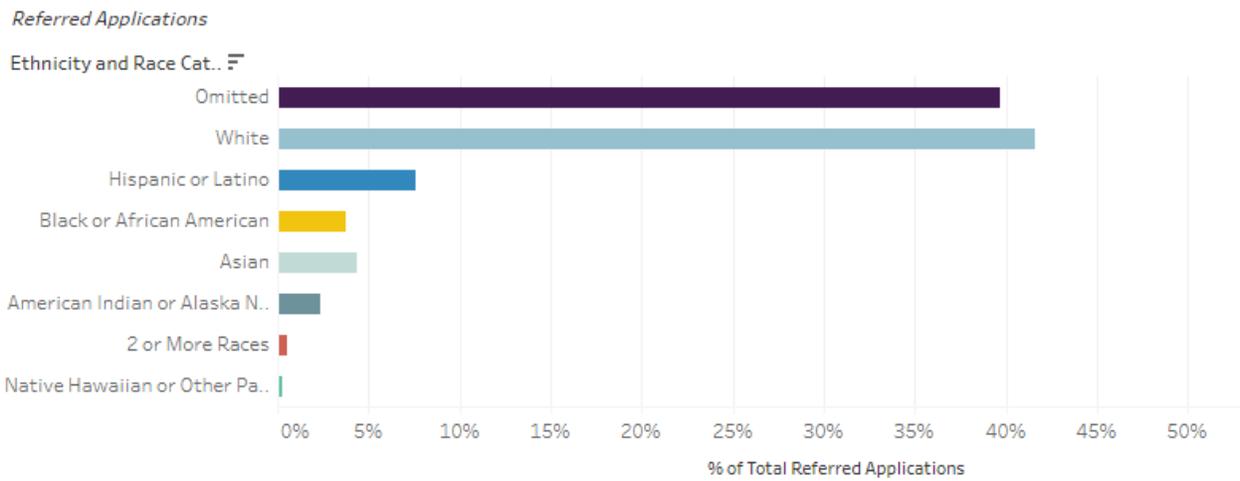


Figure 20

[Go Back](#)

Student Trainee Selected Applications by Demographic Category, FY 2021

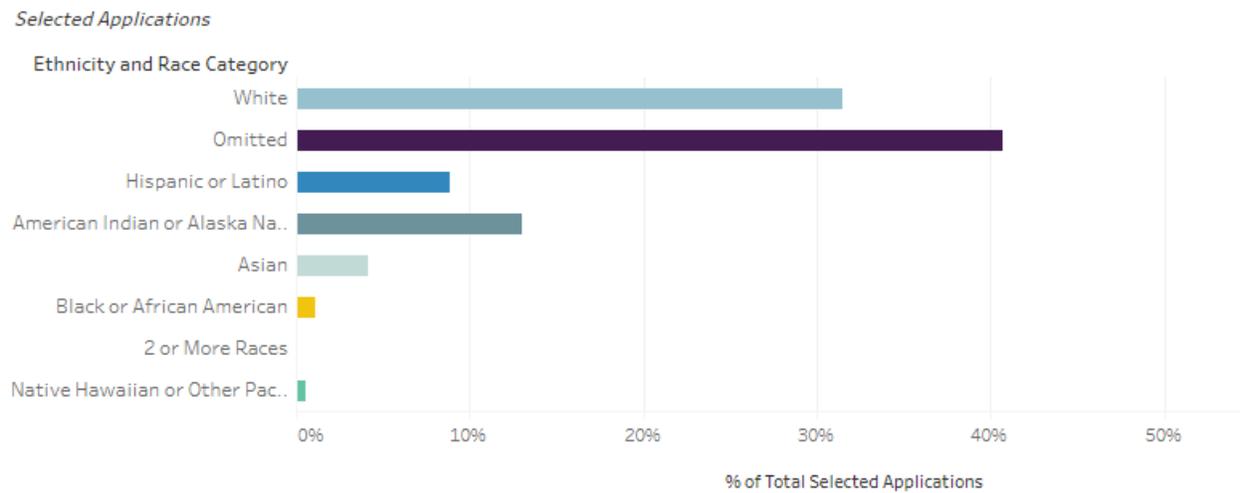


Figure 21

[Go Back](#)

Appendix B: Glossary of Terms

Term	Definition
Accessibility	The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. Accessibility includes the provision of accommodations and modifications to ensure equal access to employment and participation in activities for people with disabilities, the reduction or elimination of physical and attitudinal barriers to equitable opportunities, a commitment to ensuring that people with disabilities can independently access every outward-facing and internal activity or electronic space, and the pursuit of best practices such as universal design.
Barrier	A barrier is an agency policy, principle, or practice that limit or tends to limit employment opportunities for members of a particular EEO group based on their sex, race, ethnic background, or disability status. Many employment barriers are built into the organizational and operational structures of the agency and embedded in the day-to-day procedures and practices of the agency.
Diversity	The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities.
Equity	The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.
Inclusion	The recognition, appreciation, and use of the talents and skills of employees of all backgrounds.
Underserved communities	Refers to populations sharing a particular characteristic, as well as geographic communities, who have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. In the context of the Federal workforce, this term includes individuals who belong to communities of color, such as Black and African American, Hispanic and Latino, Native American, Alaska Native and Indigenous, Asian American, Native Hawaiian and Pacific Islander, Middle Eastern, and North African persons. It also includes individuals who belong to communities that face discrimination based on sex, sexual orientation, and gender identity (including lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary [LGBTQIA+] persons); persons who face discrimination based on pregnancy or pregnancy-related conditions; parents; and caregivers. It also includes individuals who belong to communities that face discrimination based on their religion or disability; first-generation professionals or first-generation college students; individuals with limited English proficiency; immigrants; individuals who belong to communities that may face employment barriers

Term	Definition
	<p>based on older age or former incarceration; persons who live in rural areas; veterans and military spouses; and persons otherwise adversely affected by persistent poverty, discrimination, or inequality. Individuals may belong to more than one underserved community and face intersecting barriers.</p>
DEIA Priority Areas	<p>EO 14035 requires a whole-of-government approach to cultivate DEIA across agencies. It charges all federal agencies with taking steps to reinvigorate and advance DEIA policies and practices across all aspects of employment. This will be accomplished through the following government-wide DEIA priorities:</p> <ul style="list-style-type: none"> • Safe Workplaces: Create a framework to address workplace harassment, including sexual harassment; and promote training, education, prevention programs, and monitoring to create a culture that does not tolerate harassment or other forms of discrimination or retaliation and that supports employees who have experienced domestic violence, sexual assault, or stalking. • Principal Diversity Officer: Establish or elevate Principal Diversity Officers or diversity and inclusion officers within agencies to promote diversity and inclusion within the workforce. • Data Collection: Improve the collection of voluntarily self-reported demographic data about the Federal workforce to take an evidence-based approach to reducing potential barriers in hiring, promotion, professional development, and retention practices. • Promoting Paid Internships: Remove barriers for low-income and first-generation professionals, including by reducing reliance on unpaid internships and expanding paid internship opportunities. • Partnerships and Recruitment: Establish new recruitment partnerships to build a more diverse pipeline into public service and facilitate recruitment, including the recruitment of individuals from underserved communities. • Professional Development and Advancement: Advance equity and transparency in professional development opportunities. • DEIA Training and Learning: Expand the availability of DEIA training so that Federal employees are supported and have the tools to promote respectful and inclusive workplaces. • Advancing Equity for Employees with Disabilities: Serve as a model employer for disabled employees by building sustainable processes through partnerships with key agencies and coordinating across the Federal government to increase accessibility and eliminate barriers to employment.

Term	Definition
	<ul style="list-style-type: none"> • Advancing Equity for LGBTQIA+ Employees: Advance equity for LGBTQIA+ employees by striving to ensure that the Federal health benefits system equitably serves all LGBTQIA+ employees and their families, expanding the usage of gender markers and pronouns that respect transgender, gender non-conforming, and non-binary employees, and working to create a more inclusive workplace. • Pay Equity: Advance pay equity so that public servants are fairly compensated for their talents, including Federal employees who may face discrimination based on race or gender, and working with agencies to review and, if necessary, revise job classifications and compensation practices. • Expanding Employment Opportunities for Formerly Incarcerated Individuals: Assess potential barriers that formerly incarcerated individuals face when seeking Federal employment and seek to expand job opportunities for individuals with past convictions.
Maturity Model	An industry best practice for improving organizational outcomes.
Maturity Model Level 1 – Foundational Capacity	Focused on complying with non-discrimination legislation and regulatory requirements.
Maturity Model Level 2 – Advancing Outcomes	DEIA initiatives yielding improved results and outcomes driven by dedicated resources, strategic planning, goal setting, and evaluation. Agency/component practices promote the values of DEIA, but DEIA may not yet be integrated across Agency/component mission and strategic planning.
Maturity Model Level 3 – Leading and Sustaining	DEIA in an integral part of overall Agency/component mission, vision, values, strategy, policies, and practices. Systemic implementation of DEIA driven through goal setting, data-driven analysis, and continuous improvement. Agency/component undertakes structural reforms of policies and practices to eliminate barriers, if any.

Appendix C: Acronyms

Acronym	Meaning
AI	Artificial Intelligence
AS-PMB	Assistant Secretary – Policy, Management Budget
BIA	Bureau of Indian Affairs
BIE	Bureau of Indian Education
BLM	Bureau of Land Management
BOEM	Bureau of Ocean Energy Management
BOR	Bureau of Reclamation
BSEE	Bureau of Safety and Environmental Enforcement
BTFA	Bureau of Trust Funds Administration
CADR	Office of Collaborative Action and Dispute Resolution
CDO	Chief Data Officer
CHCO	Chief Human Capital Officer
CIO	Chief Information Officer
CLF	Civilian Labor Force
CLO	Chief Learning Officer
DEIA	Diversity, Equity, Inclusion, and Accessibility
DOI	Department of the Interior
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
ELLU	Employment Labor Law Unit
EO	executive order
ERG	Employee Resource Group
FEVS	Federal Employee Viewpoint Survey
FWS	U.S. Fish and Wildlife Service
FY	Fiscal Year
IOR	Individual Occupation Requirements
LGBTQIA+	Lesbian, gay, bisexual, transgender, queer, gender non-conforming, and non-binary
NPS	National Park Service

Acronym	Meaning
ODICR	Office of Diversity, Inclusion, and Civil Rights
OED	Office of Employee Development
OHC	Office of Human Capital
OPM	Office of Personnel Management
OS	Office of the Secretary
OSMRE	Office of Surface Mining Reclamation and Enforcement
PDO	Principal Diversity Officer
SO	Secretary's Order
SOGI	Sexual Orientation and Gender Identity
USGS	United States Geological Survey