BARRIER ANALYSIS TEAM REPORT

FY 2018

U.S. Fish and Wildlife Service

CONTENTS

<div align="center">**EXECUTIVE SUMMARY**</div>

For the second year in a row, the U.S. Fish and Wildlife Service (FWS) established a Barrier Analysis Team (BAT) to conduct an in-depth examination of barriers pertaining to recruitment, hiring, and retention of women, minorities, and persons with disabilities. The members of the BAT looked at the results of the Federal Employee Viewpoint Survey (FEVS), exit survey responses, interview responses, and focus group data. In 2018, the members of the BAT held a workshop to discuss preliminary analysis of the data and build a communication plan to address the identified barriers. The goal of the BAT team is to identify why workforce data anomalies persist despite continued implementation of initiatives to increase diversity. The BAT designed key messages and objectives for a communication plan to improve the reception of Diversity and Inclusion (D&I) initiatives among all FWS employees. In addition, the members of the BAT analyzed information through the lens of their own varied experiences as FWS employees.

DEFINITIONS

A **Barrier** is any employment policy, procedure, practice, or condition that effectively limits employment opportunities for individuals of a particular race, ethnic background, gender, or for persons with disabilities.

A **Trigger** is an observed or measurable trend, disparity, or anomaly that suggests the need for an inquiry into an employment policy, practice, procedure, or condition. Triggers can be found in workforce statistics, complaints data, conversations with EEO and HR staff, anecdotes from employees, employee groups, and managers, results of surveys, focus groups, and exit interviews, or reports by outside organizations, among others.

IDENTIFYING THE BARRIERS

The BAT reviewed sources of data such as: FEVS, employee exit survey, separations report, climate survey, external reports, and conducted their own interviews and hosted a focus group. The BAT coded data points from different sources into a database to track new information related to previously identified barriers and to spot new areas of interest.

BARRIERS

The FY 2018 BAT identified one additional barrier, adding to the list of already existing barriers identified by the FY 2017 BAT:

Year Identified	Barrier
FY 17	**Resistance in Organizational Culture:** D&I is facing resistance from the existing organizational culture. Misinformation, perceptions and resistance to the perspective of others have not been addressed, and are undermining or limiting the effectiveness of D&I initiatives. D&I initiatives also face resistance due to perceived unintended consequences related to equal employment opportunity mandates.

Year Identified	Barrier
FY 17	**Perception of Unfairness in Career Growth Opportunities:** Women, minorities, and persons with disabilities perceive a lack of fairness throughout their employment cycle at FWS.
FY 17	**Inconsistent and decentralized recruitment and selection:** Inconsistent and decentralized recruitment and selection practices have negatively influenced the ability of FWS to meet its D&I goals and effectively shape its workforce.
FY 18	**Employee Communications:** A history of inconsistent and disconnected communications on the D&I strategy and core values is inhibiting FWS-wide understanding and buy-in.

RECOMMENDATIONS

Implement a national workplace culture and accountability communication strategy.

The BAT identified overarching topics, goals, and objectives for a communication plan tentatively titled Inspiring and Modeling Excellence in the Workforce to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). A new workforce communication campaign is an opportunity to modernize D&I messaging, inspire in-person action, create psychological safety for D&I conversations to happen in local teams, hold all levels of leadership accountable, and re-introduce D&I as a vital component to the mission and the relevancy of FWS.

Support participation in and development of Employee Resource Groups (ERGs).

ERGs are employee-led groups with members who are drawn together by a common interest and work towards advancing relevancy, diversity, and inclusion throughout the organizations. ERGs have charters with specific goals and objectives the group aims to achieve. While the Department of the Interior (DOI) has made progress towards encouraging participation in ERGs, FWS has made minimal concerted efforts to encourage formation of ERGs. DOI released Personnel Bulletin 17-07 in 2017 to provide policy, standards, and procedures for recognition of ERGs. Employee Organizations can serve as sounding boards around strategic diversity and inclusion matters, and provide a support system that offers employees a sense of community, camaraderie, and connection to the organization. They can also help introduce new employees to FWS culture, and foster employee engagement and satisfaction. ERGs can be a source of mentoring, educational and professional development. The BAT recommends that FWS develop a strategy for employee engagement with ERGs.

BARRIER ANALYSIS REPORT

BARRIER 1: RESISTANCE IN ORGANIZATIONAL CULTURE

In FY 2018, the BAT found evidence of resistance to D&I initiatives in the organizational culture in both recent and historical data. FWS Employee Exit Survey responses pointed to pockets of the organization where a culture of harassment and open hostility affects all employees, regardless of race, gender, or disability status. This year, the BAT also reviewed information from FWS-wide surveys like the 2015 Federal Organizational Climate Survey (FEOCS) and the 2018 Work Environment Survey (WES). Focusing on the topic of D&I, the FEOCS contained over 66 comments expressing that minority groups are unfairly receiving opportunities to the detriment of white men and what the commenters perceive to be unprotected groups. These types of comments point to a deep-rooted communication breakdown on goals, objectives, and drivers of D&I initiatives. A large number of these commenters mentioned not being aware that the organization has any D&I issues in its culture. Other comments referenced behaviors ranging from racism to microaggressions, with a number of groups indicating they had experienced discrimination of some kind: disability (over 13 comments), sexual orientation (over 10 comments), political leanings (over 6 comments), religion (over 13 comments), and military or veteran status (over 8 comments), and marital status (over 4 comments). Comments also described a culture of fear and retaliation if individuals come forward with complaints about discrimination.

In the WES, the overall picture remained similar; an estimated 31.4% of the workforce experienced some kind of harassing conduct in the 12 months prior to survey participation. The most common type of harassment was age-related, followed by gender-related. These findings build on FY 2017 findings in focus groups conducted by Booz Allen Hamilton that pointed to employee dissatisfaction with the lack of inclusion of different viewpoints in the organization. The data from these focus groups pointed to inclusion challenges based on factors such as religion, age, sexual orientation, and political affiliation, and veteran status. One comment from focus groups conducted by Redwood LLC described a culture where people do not understand what it means to have a physical disability and the challenges accompanying that reality. The same study indicated a dynamic where older white men dominate the culture of the workplace with employees feeling that leadership does not have an interest in changing the culture. As a result, some employees report feeling alienated and forced to defend their self-worth and intellect.

In an FY 2018 focus group with Asian American and Pacific Islander (AAPI) FWS employees, it was reported that having an accent can limit promotion opportunities in specific offices. Participants from the same focus group highlighted the need for more D&I events as well as Employee Resource Groups.

The following graphs highlight findings from the 2018 Federal Employee Viewpoint Survey (FEVS), specifically questions related to its New Inclusion Quotient Index (New IQ) which measures perceptions of inclusivity of the work environment (*See Appendix A* for index and subindex items, description, and a complete analysis). To understand potential barriers to retention of women, minorities, and persons with disabilities in FWS, we examined the perceptions different groups have about the inclusiveness of their work environment. Overall, over 60% of individuals had a positive score on the New IQ index[1]. In general, low participation groups had less positive ratings of inclusivity than the dominant segment.

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[1] New IQ ratings are based on percent positive scores of the items that make up the index. Subindex scores are calculated by averaging the unrounded percent positive of each of the items in the subindex. Looking at the various items that comprise each index gives a richer understanding of the areas where we are doing well and areas that need improvement.
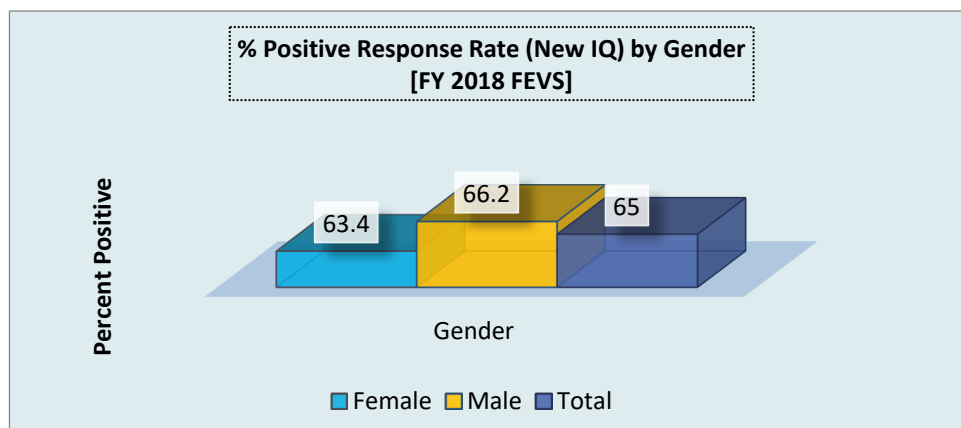
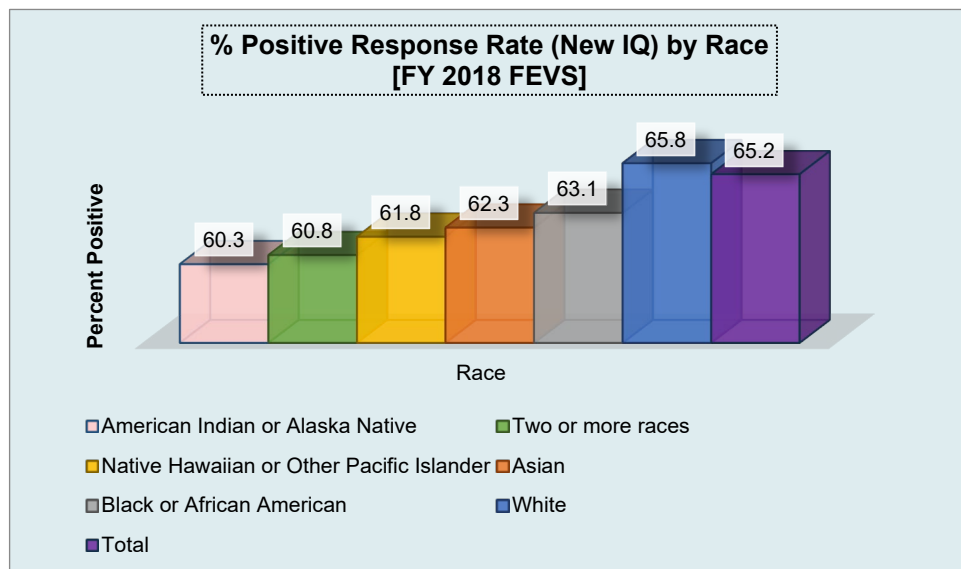**Figure 1:** "Percent Response Rate (New IQ) By Gender [FY 2018 FEVS]"

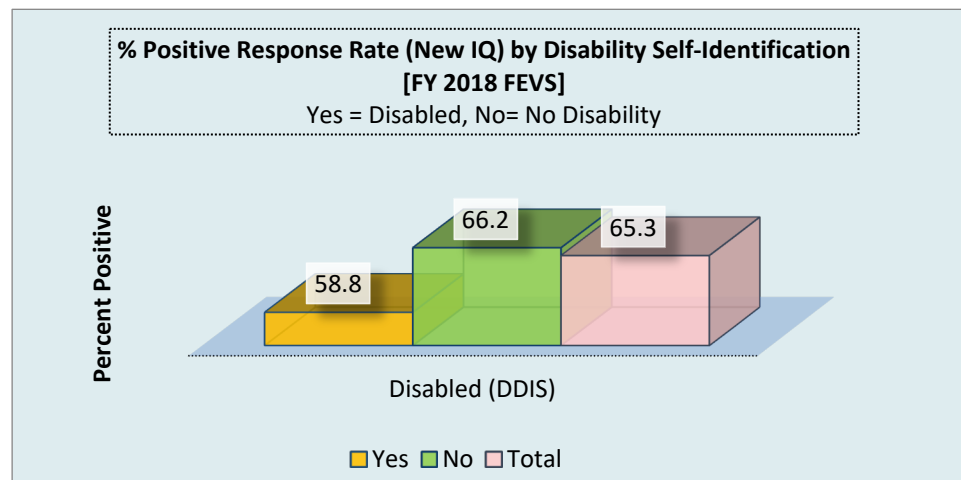**Figure 2:** "Percent Response Rate (New IQ) By Race [FY 2018 FEVS]"

Figure 2: "Percent Response Rate (New IQ) By Disability Self- Identification [FY 2018 FEVS]"

% Positive Response Rate (New IQ) by Ethnicity [FY 2018 FEVS]
Yes= Hispanic/Latino, No= Not Hispanic/Latino

Percent Positive

62.8   65.3   65.1

Hispanic/Latino

■ Yes ■ No □ Total

Figure 4: "Percent Response Rate (New IQ) By Ethnicity [FY 2018 FEVS]"

The following graphs highlight findings regarding the work environment from the Employee Exit Survey (December 2017 – November 9, 2018). See Appendix B for a complete analysis.

Work Environment Rating (Minority v. Non-Minority)

■ Non Minority ■ Minority ■ Blank

	Poor	Fair	Good	Excellent
Non Minority	10%	22%	35%	33%
Minority	18%	8%	38%	38%
Blank	13%	13%	47%	27%

Figure 5: "FWS Exit Survey – Rating of Work Environment (Minority v. Non-Minority)"

Work Environment by Gender

Legend: ■ Female ■ Male ■ Other

	Poor	Fair	Good	Excellent
Female	10%	21%	39%	30%
Male	13%	17%	34%	36%
Other			50%	50%

Figure 6: "FWS Exit Survey – Rating of Work Environment by Gender"

Work Environment by Disability

Legend: ■ No Disability ■ Disability

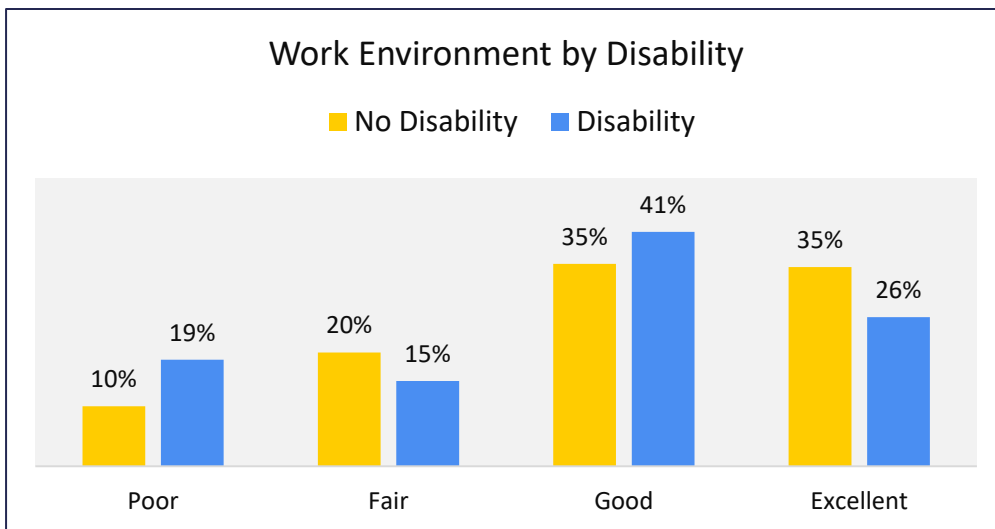|	Poor	Fair	Good	Excellent
No Disability	10%	20%	35%	35%
Disability	19%	15%	41%	26%

Figure 7: "FWS Exit Survey – Rating of Work Environment by Disability"

BARRIER 2: CAREER GROWTH OPPORTUNITIES

Responses to the Employee Exit Survey with FY 2018 responses continue to show that career growth dissatisfaction was a common theme for all regardless of race/ethnicity. Many attribute career growth opportunities as the reason why they left FWS or transferred to another work unit. Respondents found either no option for growth in their permanent job series/position, perceived they were not afforded the opportunity, or were term or seasonal employees with no future prospects. Another common theme was dissatisfaction with ability to manage work-life and home-life. This centered around personal/professional conflicts which ranged from not being allowed to take advantage of work-life balance programs such as (telework/flex-schedules), to stress/burn out, and new life direction/goals.

In an FY 2018 focus group with AAPI FWS employees, participants reported a good work-life balance relative to what they would be able to get in the private sector. Although most of the focus group participants indicated they intend to stay in FWS, there was a concern among participants regarding leadership training. Participants mentioned that courses like the Stepping Up To Leadership (SUTL) and Advanced Leadership Development Program (ALDP) require being away from family for too long which was a hardship to their significant others. AAPI FWS employees said this was significant since they perceive that FWS looks very favorably at those who take these trainings. Participants perceived that in order to move to higher-graded jobs they absolutely needed to be in supervisory roles. None of the participants wanted to or thought they had the time to take on the responsibility that comes with supervisory roles. Participants in the focus group perceived that supervisors do not have the tools to effectively reward and/or correct performance.

The following graph highlights the overall rating of the Individual Development Plan (IDP) experience from the Employee Exit Survey (December 2017 – November 9, 2018) for all employees. Forty-seven percent of exit survey participants rated their IDP experience as either Fair or Poor. See Appendix C for a complete analysis.

Figure 9: "Percent of Participants and How They Rate their IDP Experience"

Areas of common concern for women, minorities, and persons with disabilities that surfaced in the 2018 FEVS New IQ related to prohibited personnel practices, talent management, and awards where arbitrary action and personal favoritism are perceived to have an outsized influence. The following is a sample of questions with the greatest difference between low participation groups and the dominant segments of the employee population.

Difference in percent positive, neutral, and negative responses for **female** employees compared to male employees (2018 FEVS New IQ).

New IQ		Question	Positive	Neutral	Negative
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-3%	-3%	6%
		How to read this: Female employees on average responded 3% less positively than male employees to this question (marked strongly agree or agree less times), responded 3% less neutral, and that drove a 6% more negative response rate (disagree, strongly disagree) from female employees when compared to male employees.			
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	-3%	0%	3%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-5%	1%	4%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-5%	2%	3%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-3%	1%	2%

Difference in percent positive, neutral, and negative responses for **people with disabilities** compared to people without disabilities (2018 FEVS New IQ).

New IQ		Question	Positive	Neutral	Negative
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-6%	1%	5%
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	-4%	-2%	6%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-11%	2%	9%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-9%	1%	8%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-14%	3%	10%

Difference in percent positive, neutral, and negative responses for **Hispanic/Latino employees** compared non-Hispanic/Latino employees.

New IQ		Question	Positive	Neutral	Negative
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-2%	0%	2%
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	2%	-2%	-1%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-2%	-3%	5%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-6%	3%	2%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-2%	1%	1%

Difference in percent positive, neutral, and negative responses for **Asian; Black/African American; and American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race employees** compared to White employees.

New IQ		Question	Asian			Black/African American			American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race		
			Pos	Neu	Neg	Pos	Neu	Neg	Pos	Neu	Neg
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-9%	7%	2%	2%	2%	-3%	-5%	4%	0%
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	-8%	6%	2%	5%	-1%	-4%	-2%	-2%	5%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-3%	4%	-1%	-2%	-6%	8%	-2%	-7%	9%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-6%	8%	-1%	-10%	5%	5%	-9%	2%	8%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-2%	2%	1%	-17%	7%	10%	-10%	5%	5%

BARRIER 3: RECRUITMENT AND SELECTION

In FY 2018, the BAT found information suggesting a lack of understanding about targeted recruitment efforts to increase diversity in the workplace as well as a continued lack of standardization and consistency in recruitment and selection processes across FWS. The FY 2018 members of the BAT reviewed information from FWS-wide surveys such as the 2015 Federal Equal Employment Opportunity (FEOCS) and found over 66 comments expressing concerns that minority groups are unfairly getting opportunities to the detriment of white men and what are perceived to be unprotected groups. At least 20 comments expressed dissatisfaction with Human Resource processes. A review of the FY 2017 focus groups conducted by Booz Allen Hamilton found participants believe all involved in the hiring effort could coordinate more effectively and there is no coordinated FWS-wide strategy. Hiring Managers reported that when panels were used, it was mostly for interviewing but that the manager still had the final hiring decision, not the panel.

Additionally, analysis of focus groups conducted by Redwood LLC points to employees being cautious about referring friends for jobs in their respective regions, but do recommend working for FWS in general. Participants mentioned a sense of entrenched cronyism, where some candidates are selected before the position is even posted. A Wildlife Society Blue Ribbon Panel study found it hard for Asians in Biology to attain permanent positions. In an FY 2018 focus group with AAPI FWS employees, participants perceived that the USA Jobs process is long and complicated. Some participants used the help of job centers and, in one case, knowing someone already in FWS helped.

For some participants, getting to their current job took years even if they were qualified, and in their perception, overqualified. Participants recalled that job announcements called for very specific narrow background and experiences which could have presented financial barriers. They say volunteering to get species-specific experience that would lead to a FWS job can be cost-prohibitive. For all participants, their specific job function as well as the mission of FWS was and continues to be one of the most attractive aspects of their job. This aligns with 2018 Employee Exit Survey results where 77% of respondents in all groups strongly agree that the mission of the organization is important.
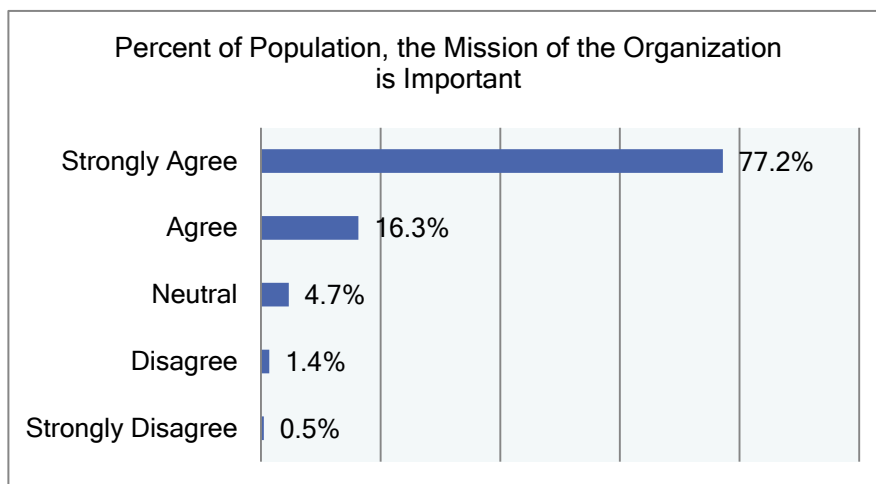

Figure 10: "Percent of Population, the Mission of the Organization is Important"

<div align="center">**BARRIER 4: COMMUNICATIONS**</div>

In FY 2018, results from the FEVS supported previous findings that suggest FWS has a deficiency in effectively communicating D&I goals to its internal employee population. As previously mentioned in Barrier 1 (Resistance in Organizational Culture), there is a segment of the White employee population that perceives D&I initiatives as ways to unfairly provide opportunities to minorities. Another segment of the employee population (Minorities) is less likely than White employees to agree that D&I is supported by FWS. This indicates a lack of knowledge of D&I initiatives by all employees.

The following are examples of questions in which groups responded less positively than White employees by 10% or more.

Asian
  Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).
  Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
Black/African American
  Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).
  Q38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.
American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more races
  Q48. My supervisor listens to what I have to say.
  Q55. Supervisors work well with employees of different backgrounds.
  Q38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

<div align="center">**EMPHASIS ON PERSONS WITH DISABILITIES (PWD)**</div>

A review of FWS Workforce Data revealed data anomalies for persons with disabilities (PWD) and persons with targeted disabilities (PWTD) in participation rates in the GS-11 to SES cluster. In addition, FWS found a data anomaly with voluntary and involuntary separation rates of PWD and PWTD.

Highlights from Exit Survey Results

Out of 218 observations, 27 employees self-identified as PWD. Of those 27 PWD, 7 employees identified as PWTD.

People with Disabilities

Overall, PWD responded slightly more favorable than PWTD. 8 out of 20 PWD responded there was a lack of career advancement when asked about their personal development and 4 PWD stated promotions or advancement opportunities was their primary reason for leaving the service. When asked what FWS could have done to keep the employee, 40% of responses were related to career advancement and GS conversions.

- 5 out of 20 employees disagreed that they felt appreciated by their supervisor
- 4 out of 20 PWD's stated, work accommodations could have prevented them from leaving the Service
- When asked whether "the organization makes reasonable accommodations", 7 PWD's responded neutrally, with 13 employees agreeing. No PWD's disagreed that management makes reasonable accommodations
- 6 out of 20 PWD rated their orientation to the Service as "Fair" or "Poor"
- 9 out of 20 PWD rated their IDP process as "Fair" or "Poor"

People with Targeted Disabilities

According to the Exit Survey Data, 4 out of 7 PWTD stated they experienced work related stress when asked to describe their workplace environment. 6 out of 7 PWTD mentioned a "lack of career advancement" when asked to describe their personal development and 3 cited a lack of awards or recognition.

- When asked if the "organization makes effective reasonable accommodations", 2 out of 7 PWTD strongly disagreed
- 3 out of 7 PWTD rated their orientation to the Service as "Fair" or "Poor"
- 4 out of 7 PWTD rated their IDP process as "Fair" or "Poor"
- When asked to rate the "organization's overall success at motivating employees", 4 out of 7 PWTD rated it "Fair" or "Poor"
- 5 out of 7 PWTD stated they would not return to the service, or they were not sure

Highlights from Federal Employee Viewpoint Survey (FEVS) Data:

Overall, PWD and PWTD rated awards practices and recognition lower than persons without disabilities. When asked whether "awards in my work unit depend on how well employees perform their jobs", PWD responded less positively by 11% than persons without disabilities. PWD also responded more negatively that their "talents are used well in the workplace" by 11% than persons without disabilities. Additionally, the most negative response from PWD was: "steps are taken to deal with a poor performer who cannot or will not improve" --with 41% of PWD responding negatively.

There was a 4% difference between PWD and persons without disabilities for positive responses to the question, "Policies and programs promote diversity in the workplace" and only a 5% difference for the question "My supervisor provides me with constructive suggestions for improving my job performance". According to the Bureau of Labor Statistics, under policies and programs that promote diversity, work-life balance policies that deal with telework and flexible schedules may be the areas to monitor with PWD and PWTD.

Highlights from Separations Report Data:

A study of separations at FWS explored whether there is a revolving door effect (e.g. quick turnover of individuals) for PWD employees. The majority (over 80% in any year between 2007 and 2018) of separations of PWD happened after the employee had been on board for at least one year. From 2007 to 2018, PWD had higher odds of leaving FWS quickly (in under a year) than persons without a disability. However, when we look year by year, the odds of a fast separation were not appreciably different for these groups.

Recommendation: Communication Plan

Background	In FY 2018, the BAT identified overarching topics, goals, and objectives for a communication plan tentatively titled **Inspiring and Modeling Excellence in the Workforce** to inform and engage employees at all levels of the organization and to emphasize their collective role in creating an accountable, positive, and productive workplace culture. It emphasizes broad themes that dovetail with other campaigns targeting workplace culture (such as Dignity & Respect and Anti-Harassment). A new workforce communication campaign is an opportunity to modernize D&I messaging, inspire in-person action, create psychological safety for D&I conversations to happen in local teams, hold all levels of leadership accountable, and re-introduce D&I as a vital component to the mission and the relevancy of FWS.
Goal	The goal is to reinvigorate workplace culture messaging, including D&I messaging, and to trigger in-person measurable actions that create authentic investment, engagement, and self-awareness about the impact of employee actions to improve the work environment. The campaign will follow an organizational change management model. First, creating a sense of urgency and convincing employees that old ways cannot continue. Second, addressing the fear of loss that some employees may have and modeling the desired behavior. Finally, the campaign will provide support and training, reward behavior, and create avenues for feedback. This campaign is designed to inform and engage employees at all levels of the organization.
Start date	The campaign will begin October 2019 (*tentative*).
End date	We expect this to be an extended, ongoing campaign, and will identify short and long-term recommendations for actions to be taken over the next two years.
Leads	The strategy has been developed by the Barrier Analysis Team in collaboration with External Affairs and subset of the Stepping Up to Leadership (SUTL) Cohort 38. Implementation of the campaign will require the engagement of the Directorate and Deputies, HQ and Regional leadership, communications, and HR staff.
Internal Audiences	• New employees – new recruits and employees with < 10 years' experience • GS Employees in HQ, RO, Field Offices • Wage Grade Employees • Administrative Employees • Mid-career permanent employees – those with 10-20 years' experience (data suggests this group has a significant impact on employee morale and perceptions of fairness and accountability) • Thought leaders at all levels of the organization (those influencers who other employees look to for advice and validation) • Directorate/Deputies • Front line supervisors (Branch and division chiefs, project leaders) • Non-permanent employees (seasonal and term employees) • Non-employees in contributing positions (volunteers, interns, SCA staff, etc.) • Front line supervisors • Employee organizations – Examples: DOI Vets, National Association of Hispanic Employees, Federal Asian Pacific American Council, Blacks in Government, employee unions, etc. (where applicable)

Potential opposition	We do not expect a concerted opposition effort to this campaign; however, its emphasis on accountability may raise concerns among some employees and/or supervisors that feel they are being targeted unfairly. This is why the emphasis on consistent treatment is vital to the success of this campaign. Many employees may also resist this campaign, feeling like they are already bombarded with messages and directives related to workplace conduct and performance, as well as diversity initiatives. Our challenge will be to cut through the day-to-day clutter of memos, policy announcements and updates to help employees see the big picture of how FWS is working to transform its workplace culture – and how they play a role.
Key Messages / Campaign Structure	**Three pillars** define our obligations as employees and enable us to achieve our mission. Each is built on respect and personal accountability: • **Respect for Public Service** – Every employee needs to keep in mind that we work for the American people. We must observe rules and regulations governing personal accountability and integrity. This includes meeting our obligations under the Privacy Act, Records Retention and Management, and other federal laws, policies and regulations. • **Respect for yourself and your colleagues** – This means treating peers and subordinates with respect and consistency. We will foster a performance-driven culture where there is no room for discrimination, harassment or other misconduct of any kind. We must be consistent in how we evaluate, promote, hire and retain employees. We must engage and initiate two-way dialogue with our employees, listening to their concerns and being receptive to their ideas. • **Respect for the Fish and Wildlife Service and its mission** –We need to implement our work with transparency and accountability to the public and our partners, fulfilling our obligations under federal wildlife laws and regulations.

Communications tools		
Tool	**Responsible (TBD)**	**Due Date**
Core Messages for Directorate/Deputies/Senior Managers	EA/BAT	October 14, 2019
Opening all-employee message from Principal Deputy Director	EA/BAT	October 14, 2019
Video interviews with senior leaders and DCAs at HQ/Regional/Field level	EA/BAT	Initial batch - October 14, 2019; updates thereafter
FWS Unified Workplace Culture Landing Page with tips, stories, interviews and tools for employees and supervisors	EA/BAT	October 21, 2019
Monthly message, stories and tips	EA/BAT	Monthly beginning November 2019
Banners/Posters for display in offices.	EA/BAT	October 14, 2019
Blogs/stories	RO EA/BAT	Ongoing throughout campaign
Training materials/guidance/modules for performance management, improving Workplace Culture	EA/HR/BAT/ODIWM	TBD
Training materials/guidance/modules for Inspiring Excellence Days.	EA/HR/BAT/ODIWM	TBD

Implementation timeline		
Targeted Dates(s)	**Campaign Activity**	**Responsible (TBD)**
May 14- October 14, 2019	Develop communications materials.	EA/BAT/HR
October 15, 2019	Finalize initial landing Page.	EA/BAT/HR
July15- October 15, 2019	Record video interviews with opinion leaders/ Senior leaders at HQ/ROs/Field Stations.	EA/BAT/HR
October 14, 2019	Finalize Communications materials.	EA/BAT/HR
November 2019	Distribute all-employee email kicking off campaign.	IRTM/ EA/BAT/HR
TBD	Directorate/Deputies/Field Supervisors host Town Hall Meetings with employees facilitated by BAT/HR/EA/Other subject matter experts.	Directorate/ Deputies
TBD	Compile results of Town hall meetings, develop report and recommendations for Directorate.	EA/BAT/HR
First Week of February, 2020	Share results of Town hall meetings with employees – report with action plan.	Directorate/Deputies
Monthly	Outreach will be ongoing to share tips and stories with employees.	HQ IRTM/EA
Biannually (TBD)	Inspiring Excellence Days: hold conversations in local work units to set expectations around workplace culture, professional development, and the three pillars of this communication plan. Conversation questions could be provided by communications team; feedback and participation could be documented through the supervisors/team leaders to track and improve accountability.	EA/HR/BAT/ Directorate/ Deputies

D&I Specific Messaging		
Phase One		
Change Management Stage: **Awareness/ Unfreeze**	**Objectives**	• Provide transparency on current state, workforce demographics, and workforce goals • Acknowledge this can/will be a challenging conversation
	Key Messages	• For over 20 years, FWS has created campaigns and initiatives for Diversity. • Although we have experienced some progress, we do not understand and connect with the values of our diverse American public. • Opportunities for joining and advancing are inconsistent throughout the organization. • Many messages over time have created confusion about the importance of diversity to our mission and how it affects you. • FWS is going to provide the information about what the challenge is, how it affects you, and the impact you have. • Sample message: We choose the best! There are no quotas. This is not about checking a box or fulfilling a requirement. It's about optimally achieving our conservation mission. • Sample message: FWS needs a workforce that can understand and connect to the value of our diverse American public. • Sample message: Diversity challenges us to grow in new ways. It challenges us to consider different ideas and ways of thinking. At times, it may feel uncomfortable, but we will not back down. The future of the resources under our care depends on us to get this right.
	Tasks	• Series of all employee e-mails • Series of webcasts (Example: 2-3 Videos/infographics with facts about: supervisory performance element, workforce demographics and current state)
Phase Two		
Change Management Stage: **Change / Call to Action**	**Objectives**	• Instill personal accountability and change in practices • Disseminate accurate information (myth busting) • Promote self-awareness
	Key Messages	• FWS needs a winning performance-focused culture. • There are beliefs, practices, and procedures that are holding us back from reaching that vision. • You need to take action. • You will need to be adaptive. • This is to your benefit. • Our perspectives on a diverse workforce will broaden to a heightened understanding and together we will transform into a more welcoming workforce.
	Tasks	• All Employee myth-busting communication • Format: Myth > Reality > Action employee should take and is responsible for. • Inspiring Excellence Days

Phase Three		
Change Management Stage: **Solidify / Refreeze**	**Objectives**	• Reinforce personal accountability • Promote opportunities engagement • Empower employees to speak up and stay engaged
	Key Messages	• Diversity leads to strength, endurance, sustainability and ultimately a thriving environment. • FWS, a leading agency in biodiversity, realizes and embraces the need to have a diversity of thought and experience to continue excellence. • FWS will reinforce expectations going forward. • FWS will be transparent about the metrics of success being used in the short and long term. • FWS will showcase and celebrate behavior repeatedly.
	Tasks	• Storytelling: Distribute videos modeling desired behavior from different key internal audiences • Share information on long-term metrics • Implement an Inspiring Excellence Award
Other tools	These recommendations can be strategically deployed and augmented by leveraging them as part of a broader suite of available communication tools (e.g. e-newsletters, all-employee messages, internal broadcasts, events, challenges, among others). For instance, a web-based video series could connect employees to the D&I conversation and inspire them. All our colleagues should be welcomed to share their personal stories: diversity means we need everyone.	

Recommendation: Support participation in and development of Employee Resource Groups (ERGs).

Description	ERGs are employee-led groups with members who are drawn together by a common interest and work towards advancing relevancy, diversity, and inclusion throughout the organizations. ERGs have charters with specific goals and objectives the group aims to achieve. While the Department of the Interior (DOI) has made progress towards encouraging participation in ERGs, FWS has made minimal concerted efforts to encourage formation of ERGs. DOI released Personnel Bulletin 17-07 in 2017 to provide policy, standards, and procedures for recognition of ERGs. Employee Organizations can serve as sounding boards around strategic diversity and inclusion matters, and provide a support system that offers employees a sense of community, camaraderie, and connection to the organization. They can also help introduce new employees to FWS culture, and foster employee engagement and satisfaction. ERGs can be a source of mentoring, educational and professional development. The BAT recommends that FWS develop a strategy for employee engagement with ERGs. Current State: While DOI has made progress towards encouraging participation in ERGs, FWS has made minimal concerted efforts to encourage formation of ERGs. The desire to participate in ERGs is there. FWS employees are members of groups like FAPAC and DOI Vets. There is only one FWS-specific group: FWS Women's Networking Forum. Desired state (FY 2020): FWS employees understand the value of ERGs to the mission, how to join one, and procedures for starting one.
Recommended Actions	- Develop a strategy for employee engagement with ERGs. This strategy could include the following components: - Send communications to employees introducing the concept of ERGs and outlining how to participate in them and the Departmental guidelines for starting ERGs - Provide ERGs with training on how to set group mission, strategic goals, develop a business case, and measure success - Integrate ERG information into onboarding procedures - Develop regular ERG reports for Executive Diversity Committee (EDC) - Engage EDC with ERG leadership to maintain momentum

APPENDIX A
FEVS Analysis

2018 Federal Employee Viewpoint Survey
The New Inclusion Quotient (The New IQ) Index

The Office of Personnel Management (OPM) created a New Inclusion Quotient Index (New IQ) to help employees and managers foster Diversity and Inclusion in the workplace. The New IQ was built on the concept that individual behaviors, repeated over time, form the habits that create the essential building blocks of an inclusive environment. These behaviors can be learned, practiced, and developed into habits of inclusiveness and subsequently improve the inclusive intelligence of organizational members. Workplace inclusion is a contributing factor to employee engagement and organizational performance. The New IQ consists of 20 items that are related to inclusive environments (see Table). These 20 items are grouped into subindices that represent "5 Habits of Inclusion".

The New Inclusion Quotient Index and Subindices

Empowering: Do employees have the resources and support needed to excel?

- I have enough information to do my job well.
- I feel encouraged to come up with new and better ways of doing things.
- My talents are used well in the workplace.
- Employees have a feeling of personal empowerment with respect to work processes.

Fair: Are all employees treated equitably?

- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- In my work unit, differences in performance are recognized in a meaningful way.
- Awards in my work unit depend on how well employees perform their jobs.
- Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.
- Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

Open: Does management support diversity in all ways?

- Creativity and innovation are rewarded.
- Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).
- My supervisor is committed to a workforce representative of all segments of society.
- Supervisors work well with employees of different backgrounds.

Supportive: Do supervisors value employees?

- My supervisor supports my need to balance work and other life issues.
- My supervisor provides me with constructive suggestions to improve my job performance.
- My supervisor listens to what I have to say.
- My supervisor treats me with respect.
- In the last six months, my supervisor has talked with me about my performance.

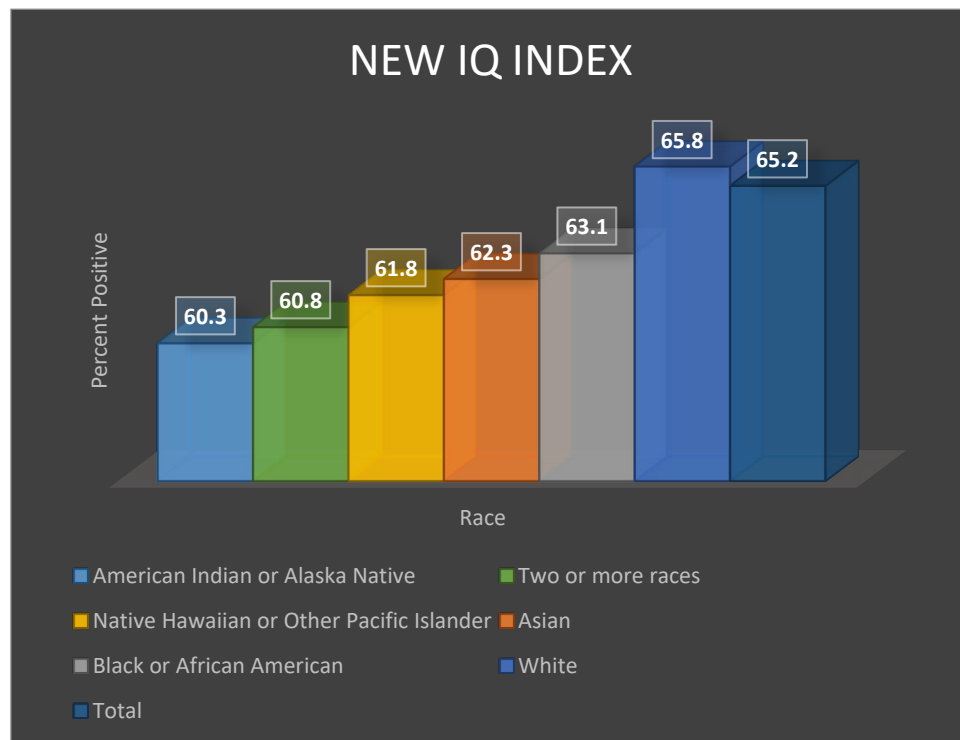**Cooperative:** Does management encourage communication and collaboration?

- Managers promote communication among different work units (for example, about projects, goals, needed resources).
- Managers support collaboration across work units to accomplish work objectives.
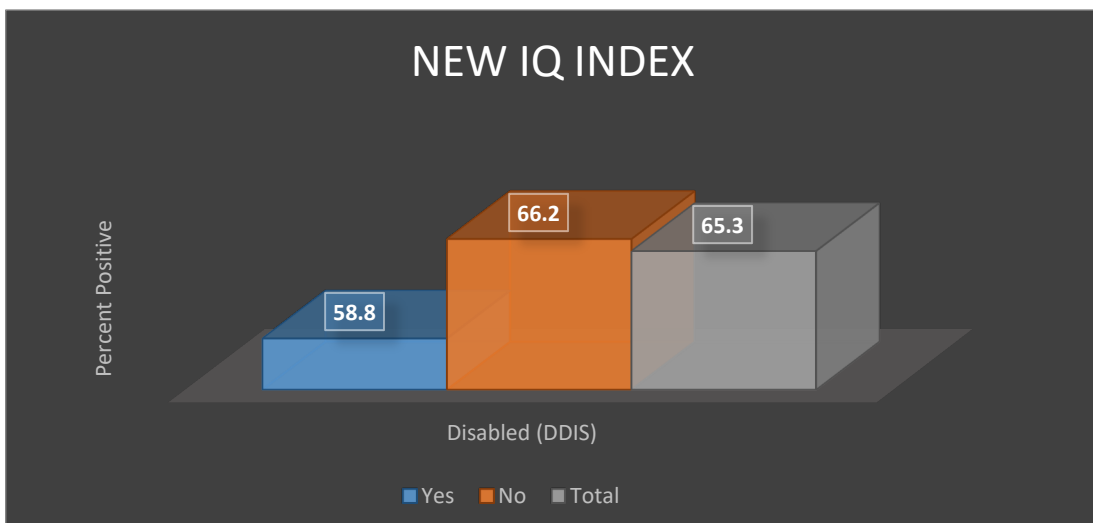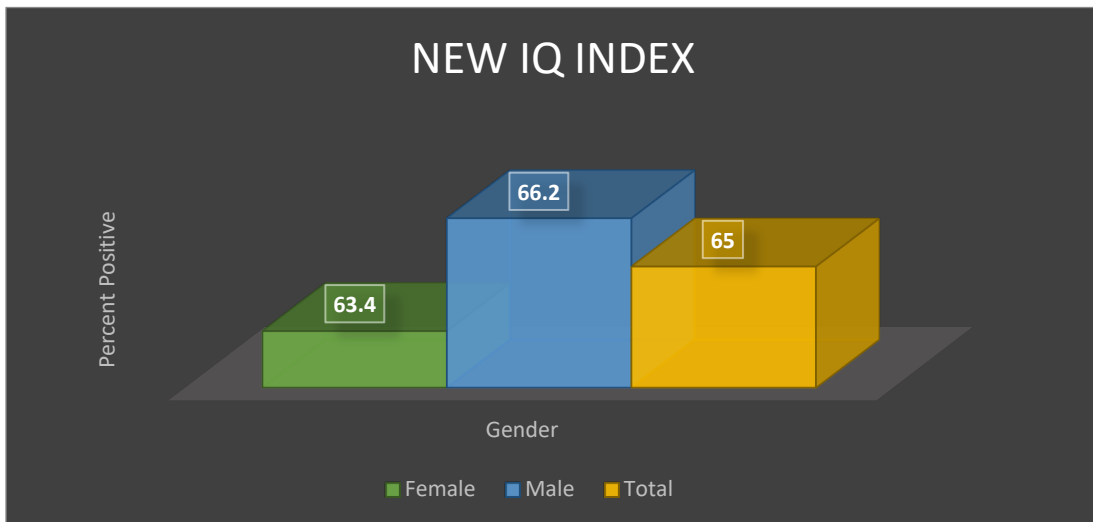
New IQ ratings are based on percent positive scores of the items that make up the index. Subindex scores are calculated by averaging the unrounded percent positive of each of the items in the subindex. Looking at the various items that comprise each index gives a richer understanding of the areas where we are doing well and areas that need improvement.

Barrier Analysis

To understand potential barriers to retention of women, minorities, and persons with disabilities in FWS, we examined differences between groups' perceptions of the inclusiveness of their work environment. We believe that differences between groups indicates cultural barriers in our agency that may limit the effectiveness of D&I initiatives.

When looking at differences, we used the weighted number of responses. We cannot report on the statistical significance of differences, as data was not available at the time of this analysis.

NEW IQ INDEX

Percent Positive

62.8 | 65.3 | 65.1

Hispanic/Latino

■ Yes ■ No ■ Total

NEW IQ INDEX

Percent Positive

63.4 | 66.2 | 65

Gender

■ Female ■ Male ■ Total

NEW IQ INDEX

Percent Positive

58.8 | 66.2 | 65.3

Disabled (DDIS)

■ Yes ■ No ■ Total

New IQ Comparison by Gender

New IQ questions with the greatest difference between positive responses for female and male employees. Female employees rated these items less positively by the percent shown in parentheses.

Q34. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. (6%)

Q25. Awards in my work unit depend on how well employees perform their jobs. (5%)

Q37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (5%)

Q2. I have enough information to do my job well. (5%)

New IQ questions with the greatest difference between negative responses for female and male employees. Female employees rated them more negatively by the percent shown in parentheses.

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (6%)

Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (6%)

Q30. Employees have a feeling of personal empowerment with respect to work processes. (6%)

Q25. Awards in my work unit depend on how well employees perform their jobs. (4%)

New IQ questions with highest percent rated negatively by female employees.

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (40%)

Q24. In my work unit, differences in performance are recognized in a meaningful way. (31%)

Q30. Employees have a feeling of personal empowerment with respect to work processes. (30%)

Q25. Awards in my work unit depend on how well employees perform their jobs. (24%)

Q32. Creativity and innovation are rewarded. (24%)

New IQ questions with lowest percent rated positively by people with disabilities.

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (34%)

Q24. In my work unit, differences in performance are recognized in a meaningful way. (38%)

Q30. Employees have a feeling of personal empowerment with respect to work processes. (47%)

Q32. Creativity and innovation are rewarded. (48%)

Difference in percent positive, neutral, and negative responses for female employees compared to male employees.

New IQ		Question	Positive	Neutral	Negative
EMPOWERING	Q2	I have enough information to do my job well.	-5%	1%	4%
	Q3	I feel encouraged to come up with new and better ways of doing things.	-1%	0%	1%
	Q11	My talents are used well in the workplace.	1%	-2%	2%
	Q30	Employees have a feeling of personal empowerment with respect to work processes.	-4%	-2%	6%
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-3%	-3%	6%
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	-3%	0%	3%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-5%	1%	4%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-5%	2%	3%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-3%	1%	2%
OPEN	Q32	Creativity and innovation are rewarded.	-2%	1%	2%
	Q34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	-6%	0%	6%
	Q45	My supervisor is committed to a workforce representative of all segments of society.	-2%	0%	2%
	Q55	Supervisors work well with employees of different backgrounds.	-4%	3%	1%
SUPPORTIVE	Q42	My supervisor supports my need to balance work and other life issues.	-1%	0%	1%
	Q46	My supervisor provides me with constructive suggestions to improve my job performance.	-3%	0%	3%
	Q48	My supervisor listens to what I have to say.	-2%	0%	2%
	Q49	My supervisor treats me with respect.	-3%	1%	2%
	Q50	In the last six months, my supervisor has talked with me about my performance.	-1%	-1%	2%
COOPERATIVE	Q58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	-2%	0%	2%
	Q59	Managers support collaboration across work units to accomplish work objectives.	-2%	0%	2%

New IQ Comparison by Ethnicity

New IQ questions with the greatest difference between positive responses for Hispanic/Latino employees and non-Hispanic/Latino employees. Hispanic/Latino employees rated them less positively by the percent shown in parentheses.

Q55. Supervisors work well with employees of different backgrounds. (-10%)

Q3. I feel encouraged to come up with new and better ways of doing things. (-7%)

Q45. My supervisor is committed to a workforce representative of all segments of society. (-7%)

Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (-6%)

Q37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. (-6%)

New IQ questions with the greatest difference between negative responses for Hispanic/Latino employees and non-Hispanic/Latino employees. Hispanic/Latino employees rated them more negatively by the percent shown in parentheses.

Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (8%)

Q55. Supervisors work well with employees of different backgrounds. (7%)

Q3. I feel encouraged to come up with new and better ways of doing things. (6%)

Q25. Awards in my work unit depend on how well employees perform their jobs. (5%)

Q45. My supervisor is committed to a workforce representative of all segments of society. (5%)

New IQ questions with highest percent rated negatively by Hispanic/Latino employees.

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (38%)

Q24. In my work unit, differences in performance are recognized in a meaningful way. (29%)

Q25. Awards in my work unit depend on how well employees perform their jobs. (27%)

Q32. Creativity and innovation are rewarded. (26%)

New IQ questions with lowest percent rated positively by Hispanic/Latino employees.

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (34%)

Q24. In my work unit, differences in performance are recognized in a meaningful way. (43%)

Q32. Creativity and innovation are rewarded. (48%)

Q30. Employees have a feeling of personal empowerment with respect to work processes. (49%)

Difference in percent positive, neutral, and negative responses for Hispanic/Latino employees compared non-Hispanic/Latino employees.

New IQ		Question	Positive	Neutral	Negative
EMPOWERING	Q2	I have enough information to do my job well.	-1%	0%	1%
	Q3	I feel encouraged to come up with new and better ways of doing things.	-7%	1%	6%
	Q11	My talents are used well in the workplace.	-2%	-2%	4%
	Q30	Employees have a feeling of personal empowerment with respect to work processes.	0%	2%	-1%
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-2%	0%	2%
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	2%	-2%	-1%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-2%	-3%	5%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-6%	3%	2%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-2%	1%	1%
OPEN	Q32	Creativity and innovation are rewarded.	-1%	-3%	4%
	Q34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	-6%	-2%	8%
	Q45	My supervisor is committed to a workforce representative of all segments of society.	-7%	2%	5%
	Q55	Supervisors work well with employees of different backgrounds.	-10%	3%	7%
SUPPORTIVE	Q42	My supervisor supports my need to balance work and other life issues.	-1%	-2%	3%
	Q46	My supervisor provides me with constructive suggestions to improve my job performance.	0%	1%	-2%
	Q48	My supervisor listens to what I have to say.	-2%	0%	2%
	Q49	My supervisor treats me with respect.	-4%	4%	0%
	Q50	In the last six months, my supervisor has talked with me about my performance.	-4%	3%	0%
COOPERATIVE	Q58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	1%	-2%	1%
	Q59	Managers support collaboration across work units to accomplish work objectives.	-1%	2%	-1%

New IQ Comparison by Disability Status

New IQ questions with the greatest difference between positive responses for people with disabilities and people without disabilities. People with disabilities rated them less positively by the percent shown in parentheses.

Q38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. (14%)

Q11. My talents are used well in the workplace. (11%)

Q25. Awards in my work unit depend on how well employees perform their jobs. (11%)

Q3. I feel encouraged to come up with new and better ways of doing things. (10%)

New IQ questions with the greatest difference between negative responses for people with disabilities and people without disabilities. People with disabilities rated them more negatively by the percent shown in parentheses.

Q11. My talents are used well in the workplace. (11%)

Q38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. (10%)

Q32. Creativity and innovation are rewarded. (10%)

Q25. Awards in my work unit depend on how well employees perform their jobs. (9%)

New IQ questions with highest percent rated negatively by people with disabilities.

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (41%)

Q24. In my work unit, differences in performance are recognized in a meaningful way. (35%)

Q32. Creativity and innovation are rewarded. (32%)

Q11. My talents are used well in the workplace. (30%)

New IQ questions with lowest percent rated positively by people with disabilities.

Q30. Employees have a feeling of personal empowerment with respect to work processes. (42%)

Q32. Creativity and innovation are rewarded. (42%)

Q24. In my work unit, differences in performance are recognized in a meaningful way. (37%)

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (31%)

Difference in percent positive, neutral, and negative responses for people with disabilities compared to people without disabilities.

New IQ		Question	Positive	Neutral	Negative
EMPOWERING	Q2	I have enough information to do my job well.	-8%	3%	6%
	Q3	I feel encouraged to come up with new and better ways of doing things.	-10%	3%	8%
	Q11	My talents are used well in the workplace.	-11%	0%	11%
	Q30	Employees have a feeling of personal empowerment with respect to work processes.	-8%	6%	2%
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-6%	1%	5%
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	-4%	-2%	6%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-11%	2%	9%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-9%	1%	8%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-14%	3%	10%
OPEN	Q32	Creativity and innovation are rewarded.	-9%	-2%	10%
	Q34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	-4%	-1%	5%
	Q45	My supervisor is committed to a workforce representative of all segments of society.	-6%	1%	5%
	Q55	Supervisors work well with employees of different backgrounds.	-8%	3%	6%
SUPPORTIVE	Q42	My supervisor supports my need to balance work and other life issues.	-6%	1%	5%
	Q46	My supervisor provides me with constructive suggestions to improve my job performance.	-5%	0%	5%
	Q48	My supervisor listens to what I have to say.	-9%	4%	5%
	Q49	My supervisor treats me with respect.	-6%	2%	5%
	Q50	In the last six months, my supervisor has talked with me about my performance.	-5%	3%	2%
COOPERATIVE	Q58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	-5%	4%	1%
	Q59	Managers support collaboration across work units to accomplish work objectives.	-7%	5%	3%

New IQ Comparison by Race

New IQ questions with the greatest difference between positive responses for Asian; Black/African American; and American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race employees compared to white employees.

Asian

Q34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).   -10%

Q23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.   -9%

Q55. Supervisors work well with employees of different backgrounds.   -8%

Q45. My supervisor is committed to a workforce representative of all segments of society.   -8%

Black/African American

Q34   Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).   -17%

Q38   Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.   -17%

Q55   Supervisors work well with employees of different backgrounds. -16%

Q37   Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.   -10%

American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more races[2]

Q48   My supervisor listens to what I have to say.   -12%

Q55   Supervisors work well with employees of different backgrounds. -11%

Q38   Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.   -10%

Q37   Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.   -9%

New IQ questions with the greatest difference between negative responses for Asian; Black/African American; and American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race employees compared to white employees.

Asian
Q34   Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). 12%
Q11   My talents are used well in the workplace. 3%
Q46   My supervisor provides me with constructive suggestions to improve my job performance. -3%
Q59   Managers support collaboration across work units to accomplish work objectives. -4%

Black/African American
Q34   Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). 19%
Q38   Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated. 10%
Q25   Awards in my work unit depend on how well employees perform their jobs. 8%
Q55   Supervisors work well with employees of different backgrounds. 8%

American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race
Q25   Awards in my work unit depend on how well employees perform their jobs. 9%
Q32   Creativity and innovation are rewarded. 9%
Q34   Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). 8%
Q48   My supervisor listens to what I have to say. 8%

New IQ questions with highest percent rated negatively by Asian; Black/African American; and American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race employees.

Asian
Q23   In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 38%
Q24   In my work unit, differences in performance are recognized in a meaningful way. 31%
Q30   Employees have a feeling of personal empowerment with respect to work processes.   26%
Q11   My talents are used well in the workplace.   24%
Q34   Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).   24%

Black
Q23   In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 33%
Q34   Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).   31%
Q25   Awards in my work unit depend on how well employees perform their jobs.   29%
Q24   In my work unit, differences in performance are recognized in a meaningful way. 25%

Q37   Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.   24%

American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race
Q23   In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 37%
Q24   In my work unit, differences in performance are recognized in a meaningful way.34%
Q32   Creativity and innovation are rewarded. 31%
Q30   Employees have a feeling of personal empowerment with respect to work processes.   31%
Q25   Awards in my work unit depend on how well employees perform their jobs.   30%

New IQ questions with lowest percent rated positively by Asian; Black/African American; and American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race employees.

Asian
Q23   In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 27%
Q24   In my work unit, differences in performance are recognized in a meaningful way.32%
Q30   Employees have a feeling of personal empowerment with respect to work processes.   47%
Q32   Creativity and innovation are rewarded. 50%

Black
Q23   In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 38%
Q24   In my work unit, differences in performance are recognized in a meaningful way.46%
Q34   Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).   48%
Q30   Employees have a feeling of personal empowerment with respect to work processes.   49%

American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race
Q23   In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. 32%
Q24   In my work unit, differences in performance are recognized in a meaningful way.38%
Q32   Creativity and innovation are rewarded. 46%
Q30   Employees have a feeling of personal empowerment with respect to work processes.   46%

New IQ		Question	Asian			Black/African American			American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or more race		
			Pos	Neu	Neg	Pos	Neu	Neg	Pos	Neu	Neg
EMPOWERING	Q2	I have enough information to do my job well.	-3%	3%	0%	-1%	1%	0%	-8%	3%	5%
	Q3	I feel encouraged to come up with new and better ways of doing things.	-6%	4%	2%	-2%	3%	-1%	-9%	1%	8%
	Q11	My talents are used well in the workplace.	-8%	4%	3%	1%	4%	-6%	-4%	-4%	7%
	Q30	Employees have a feeling of personal empowerment with respect to work processes.	-3%	3%	0%	-2%	8%	-7%	-4%	-1%	5%
FAIR	Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	-9%	7%	2%	2%	2%	-3%	-5%	4%	0%
	Q24	In my work unit, differences in performance are recognized in a meaningful way.	-8%	6%	2%	5%	-1%	-4%	-2%	-2%	5%
	Q25	Awards in my work unit depend on how well employees perform their jobs.	-3%	4%	-1%	-2%	-6%	8%	-2%	-7%	9%
	Q37	Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.	-6%	8%	-1%	-10%	5%	5%	-9%	2%	8%
	Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.	-2%	2%	1%	-17%	7%	10%	-10%	5%	5%
OPEN	Q32	Creativity and innovation are rewarded.	0%	3%	-3%	2%	-3%	0%	-4%	-5%	9%
	Q34	Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).	-10%	-2%	12%	-17%	-2%	19%	-8%	0%	8%
	Q45	My supervisor is committed to a workforce representative of all segments of society.	-8%	9%	-1%	-5%	-1%	7%	-9%	3%	6%
	Q55	Supervisors work well with employees of different backgrounds.	-8%	10%	-1%	-16%	8%	8%	-11%	3%	7%
SUPPORTIVE	Q42	My supervisor supports my need to balance work and other life issues.	NA	NA	NA	NA	NA	NA	NA	NA	NA
	Q46	My supervisor provides me with constructive suggestions to improve my job performance.	-7%	11%	-3%	7%	-8%	1%	-4%	-1%	6%
	Q48	My supervisor listens to what I have to say.	-6%	5%	1%	-4%	4%	0%	-12%	4%	8%
	Q49	My supervisor treats me with respect.	0%	0%	0%	-1%	2%	-1%	-9%	6%	3%
	Q50	In the last six months, my supervisor has talked with me about my performance.	-1%	0%	1%	3%	0%	-3%	-4%	2%	3%
COOPERATIVE	Q58	Managers promote communication among different work units (for example, about projects, goals, needed resources).	5%	-3%	-2%	3%	3%	-6%	3%	-3%	1%
	Q59	Managers support collaboration across work units to accomplish work objectives.	1%	3%	-4%	-1%	4%	-2%	1%	-1%	0%

Asian American and Pacific Islander (AAPI) Focus Groups and Interviews

Highlights and Recommendations

BACKGROUND

In FY 2018, FWS established a Barrier Analysis Team (BAT) for the second year in a row to conduct an in-depth examination of barriers pertaining to recruitment, hiring, and retention of women, minorities, and persons with disabilities at FWS. The BAT established a subteam to look exclusively at Asian American and Pacific Islanders (AAPI) workforce barriers. The BAT's AAPI-focused sub-team consulted and analyzed the Equal Employment Opportunity Commission's (EEOC) Asian American and Pacific Islander Work Group Report to look for potential issues of concern that may apply to FWS. This was done at the recommendation of the EEOC's technical review letter to FWS dated September 25, 2017. FWS is also responsible per The White House Initiative on Asian Americans and Pacific Islanders (WHIAAPI) for increasing the opportunities for learning and leadership roles for AAPIs within the organization. The BAT complemented their investigation with the analysis of a report on Asian Americans/Pacific Islanders Attitudes and Concerns on choosing natural resource careers commissioned by the Wildlife Society.

The BAT conducted focus groups and one on one interviews with AAPI employees to gather anecdotal information to enhance this analysis. The BAT secured participants for the focus groups and interviews with the collaboration of a recently established employee resource group within the Department of the Interior. Preliminary findings suggest that there is more information to support the existence of barriers for AAPI employees in recruitment, selection, and career growth.

FWS WORKFORCE HIGHLIGHTS
- A review of FY 2017 permanent workforce data (See Table A1) reveals a low participation rate of Asians (2.7%) in the permanent workforce in comparison to their rate in the Organizational Civilian Labor Force (CLF) (5.9%).

- The participation rate of Asian permanent employees in the professional biology workforce series is 2.2%, which is below the CLF (7.2%) (FY 2017).

FINDINGS
General
- The majority of the human capital management issues raised in these focus groups and interviews align with information reported in surveys such as the Employee Exit Survey and the Federal Employee Viewpoint Survey (FEVS) that currently are of concern to all FWS employees, including minorities and the AAPI employee community.

- The majority of the interviewed participants are happy working for FWS.

- The topic that was discussed at most length was work-life balance, both as a strength (the reason most of them stay) and weakness (the reason most of them are not interested in higher-graded or management positions).

- Office culture was important to all participants. Most of them enjoyed a positive culture and some were impacted by what they perceived to be a culture of retaliation.

- Participants in one office took initiative to hold their own AAPI-related events.

- Among some participants, there was a perception that there are not enough Asians interested in Biology and that this contributes to the workforce anomalies – potentially further pointing to a misinformation issue in the workforce.

- A key factor in determining employee satisfaction with FWS was diversity in their immediate work unit.

Attraction / Employee Branding
- Participants who were Biologists knew about FWS years before applying – it was an employer of choice because of the field specificity.

- Participants not in the Biology field came from more traditional places like workforce centers or USA Jobs searches.

- Being in the right place and at the right time or knowing the right person in order to get in the workforce was a common link among all participants.

- One participant did have interaction with an FWS recruiter in the university they attended.,

- The Mission of FWS and work-life balance were main factors for choosing FWS over a potentially more profitable career in the public sector.

Recruitment
- Participants perceived that the USA Jobs process is long and complicated. Some participants used the help of job centers and it helped in one case to know someone in FWS already.

- For some participants, it took years to get their current job even if they were qualified and in their perception overqualified.

- Job announcements kept calling for very specific narrow background and experiences.

- Participants pointed to a financial barrier presented by the narrow job descriptions. They say volunteering to get species-specific experience that would lead to a FWS job can be cost-prohibitive.

Selection
- One participant reported that there were stronger internal candidates for their position when they got hired, but the management wanted to hire outside FWS.

Mission of FWS
- Participants believe in the mission of FWS.
- Participants in Biology like the species they work with.

Culture and Climate
- There was a barrier reported relating to having an accent. There was a perception that having a strong foreign accent limits promotion opportunities in specific offices.
- Participants highlighted the need for more Diversity and Inclusion events as well as Employee Resource Groups.

Job Satisfaction
- Participants reported a good work-life balance relative to what they would be able to get in the private sector.
- Lack of resources was a concern for all participants.
- Office politics and general government politics also weighed on the mind of participants but most avoided getting involved or thinking about it, choosing instead to focus on their work.

Retention and Promotion
- Most participants indicated that they intend to stay in FWS.
- There was a concern among participants regarding leadership training. They mentioned that courses like the Stepping Up To Leadership (SUTL) and Advanced Leadership Development Program (ALDP) require being away from family for too long which was a hardship to their significant others. They said this was significant since they perceive that FWS looks very favorably at those who take these trainings.
- Participants perceived that in order to move to higher-graded jobs they absolutely needed to be in supervisory roles. None of the participants wanted to or thought they had the time to take on that responsibility.
- Participants expressed lack of a good infrastructure to be an effective leader (specifically as it relates to the ability to reward and/or correct performance).

Other
- Participants noted that their parents did not encourage them to pursue biology.
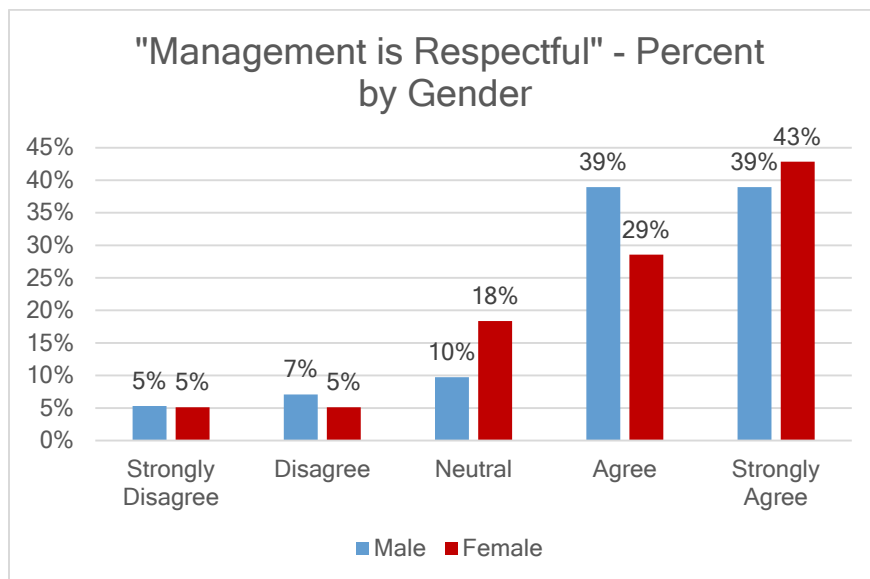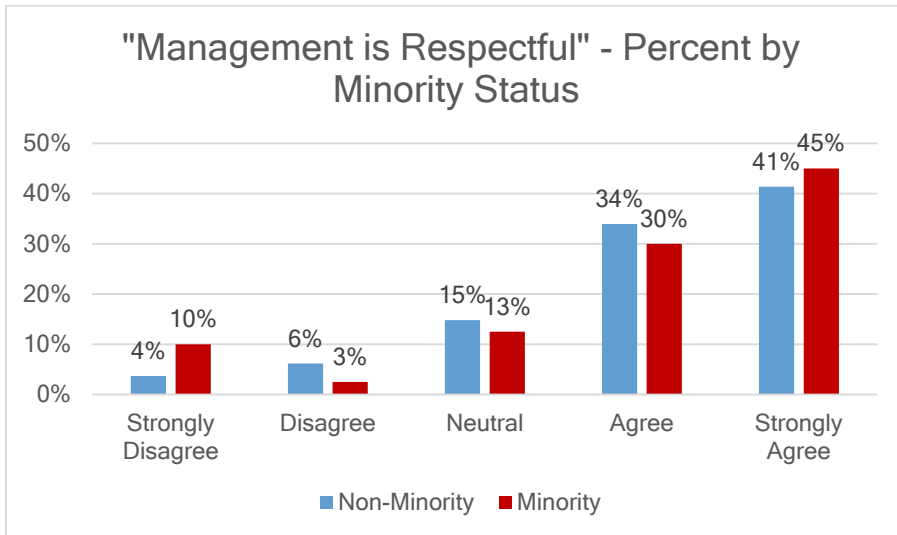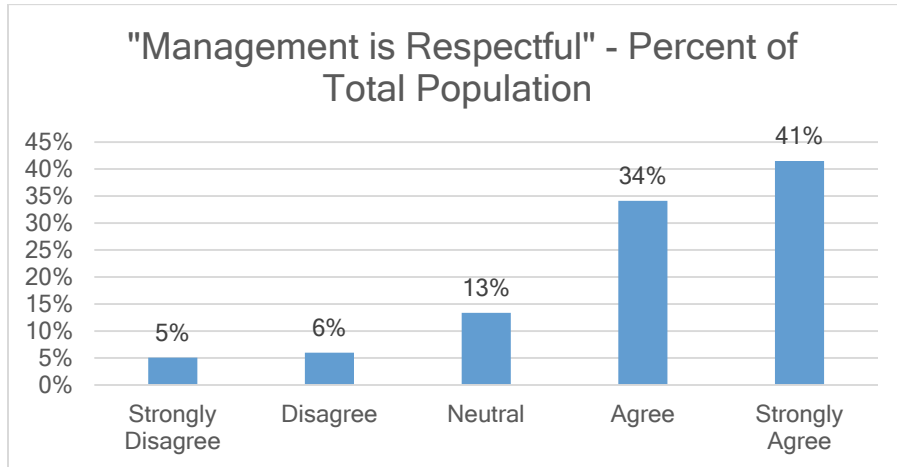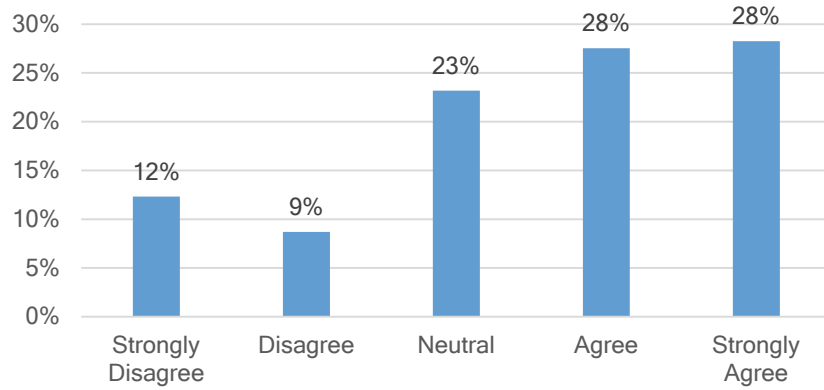

RECOMMENDATIONS
Participants recommended:
- Increasing the availability and engagement of Diversity and Inclusion events.

- Supporting development of Employee Resource Groups (ERGs) and tying leadership and participation in ERGs to Employee Performance Appraisals (EPAPS) and Individual Development Plans (IDPs).

- Revising the job description approach to not be so narrowly focused and therefore exclusive.
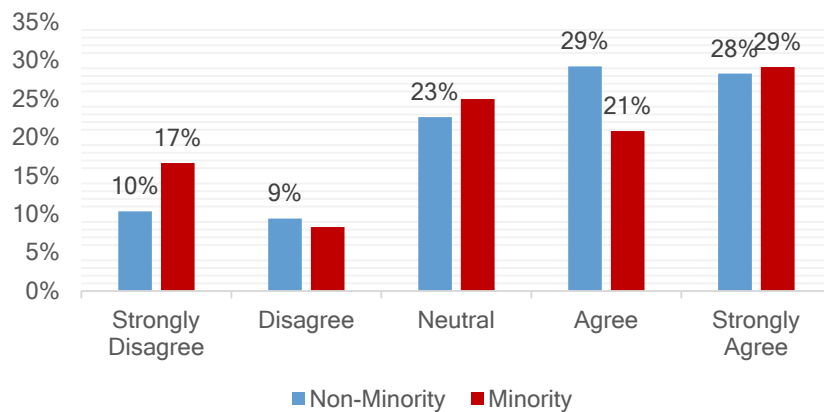
"Management is Respectful" - Percent of Total Population

Strongly Disagree: 5%
Disagree: 6%
Neutral: 13%
Agree: 34%
Strongly Agree: 41%

"Management is Respectful" - Percent by Minority Status

	Non-Minority	Minority
Strongly Disagree	4%	10%
Disagree	6%	3%
Neutral	15%	13%
Agree	34%	30%
Strongly Agree	41%	45%

Legend: ■ Non-Minority ■ Minority

"Management is Respectful" - Percent by Gender

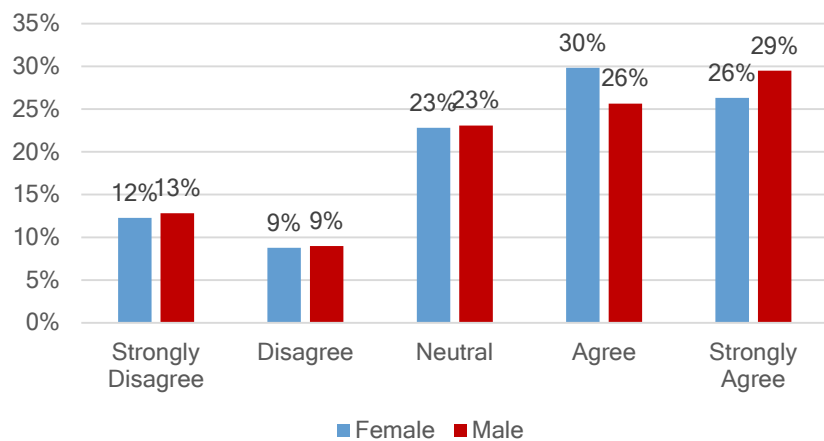|	Male	Female
Strongly Disagree	5%	5%
Disagree	7%	5%
Neutral	10%	18%
Agree	39%	29%
Strongly Agree	39%	43%

Legend: ■ Male ■ Female

"Discrimination is Handled Fairly" - Percent of Total Population

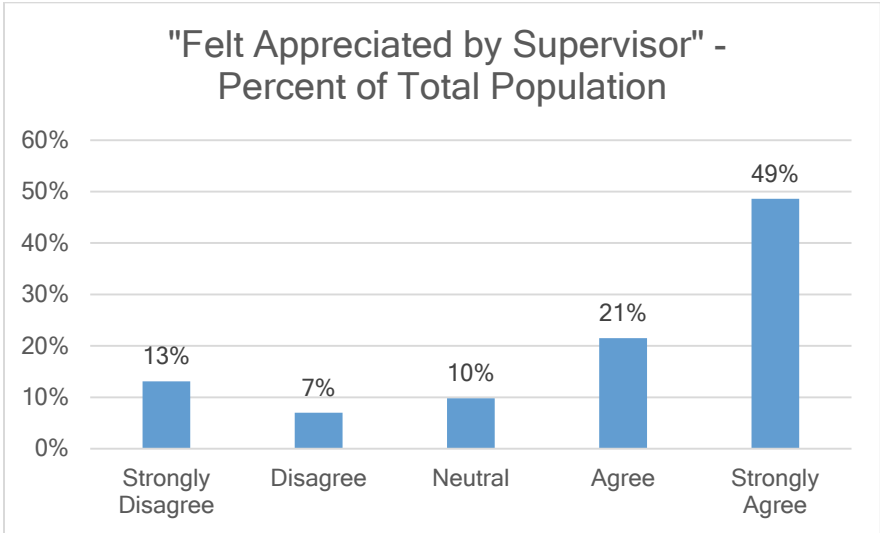| Response	Percent
Strongly Disagree	12%
Disagree	9%
Neutral	23%
Agree	28%
Strongly Agree	28%

"Discrimination is Handled Fairly" - Percent by Minority Status

Response	Non-Minority	Minority
Strongly Disagree	10%	17%
Disagree	9%	—
Neutral	23%	—
Agree	29%	21%
Strongly Agree	28%	29%

Legend: Non-Minority, Minority

"Discrimination is Handled Fairly" - Percent by Gender

Response	Female	Male
Strongly Disagree	12%	13%
Disagree	9%	9%
Neutral	23%	23%
Agree	30%	26%
Strongly Agree	26%	29%

Legend: Female, Male

"Felt Appreciated by Supervisor" - Percent of Total Population

Response	Percent
Strongly Disagree	13%
Disagree	7%
Neutral	10%
Agree	21%
Strongly Agree	49%

"Felt Appreciated by Supervisor" - Percent by Disability Status

Response	No Disability	Disability
Strongly Disagree	12%	19%
Disagree	7%	7%
Neutral	10%	4%
Agree	22%	26%
Strongly Agree	49%	44%

"Felt Appreciated by Supervisor" - Percent by Minority Status

Response	Non-Minority	Minority
Strongly Disagree	14%	13%
Disagree	7%	8%
Neutral	10%	5%
Agree	21%	23%
Strongly Agree	48%	51%

"Felt Appreciated By Supervisor" - Percent by Gender

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Male	12%	5%	9%	24%	50%
Female	13%	9%	11%	20%	46%

■ Male ■ Female

"Rate Environment" - Total Percent

	Percent
Excellent	34%
Good	36%
Fair	18%
Poor	12%

"Felt Appreciated by Supervisor" - Average Rating

	Rating
Overall Average	3.85
Minority Average	3.29
Non-Minority Average	3.82

"Rate Environment" - Percent by Disability Status

Poor: No Disability 10%, Disability 19%
Fair: No Disability 20%, Disability 15%
Good: No Disability 35%, Disability 41%
Excellent: No Disability 35%, Disability 26%

Legend: No Disability, Disability

"Rate Environment" - Percent by Gender

Poor: Female 10%, Male 13%
Fair: Female 21%, Male 17%
Good: Female 39%, Male 34%
Excellent: Female 30%, Male 36%

Legend: Female, Male

"Rate Environment"- Percent by Minority Status

Poor: Non Minority 10%, Minority 18%
Fair: Non Minority 22%, Minority 8%
Good: Non Minority 35%, Minority 38%
Excellent: Non Minority 33%, Minority 38%
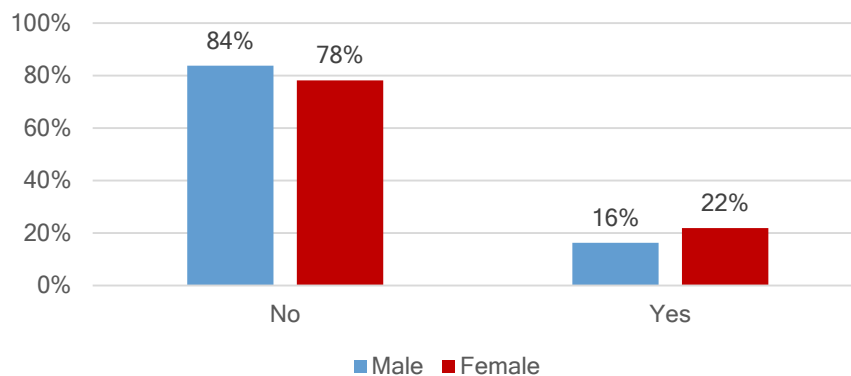
Legend: Non Minority, Minority

"Work Accommodations Could Have Prevented Leaving" - Percent by Disability Status
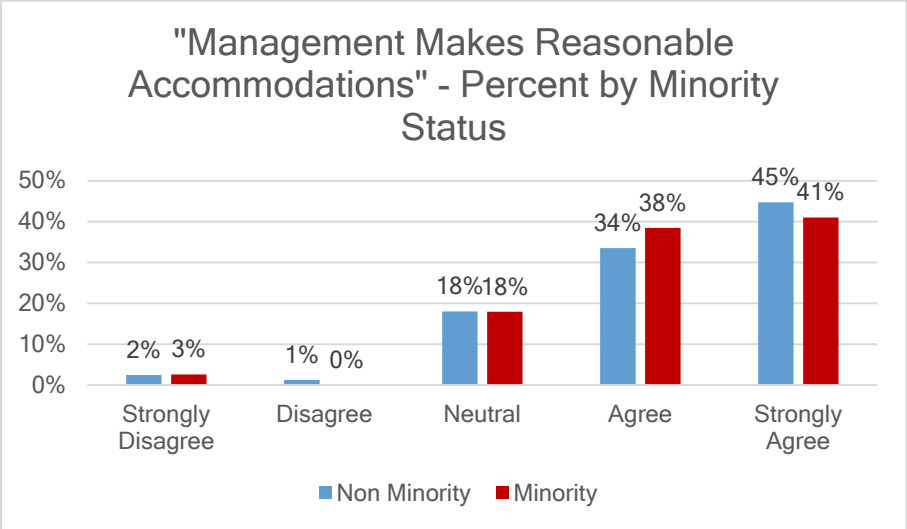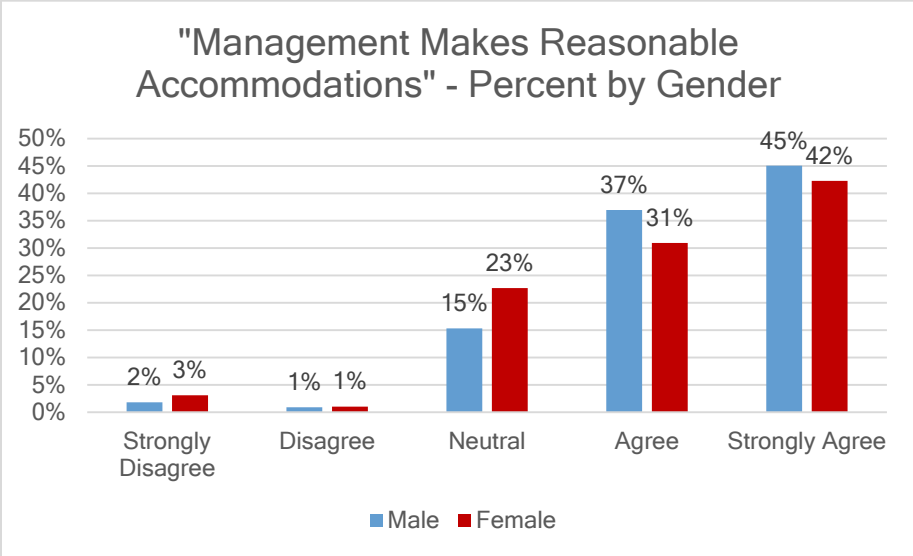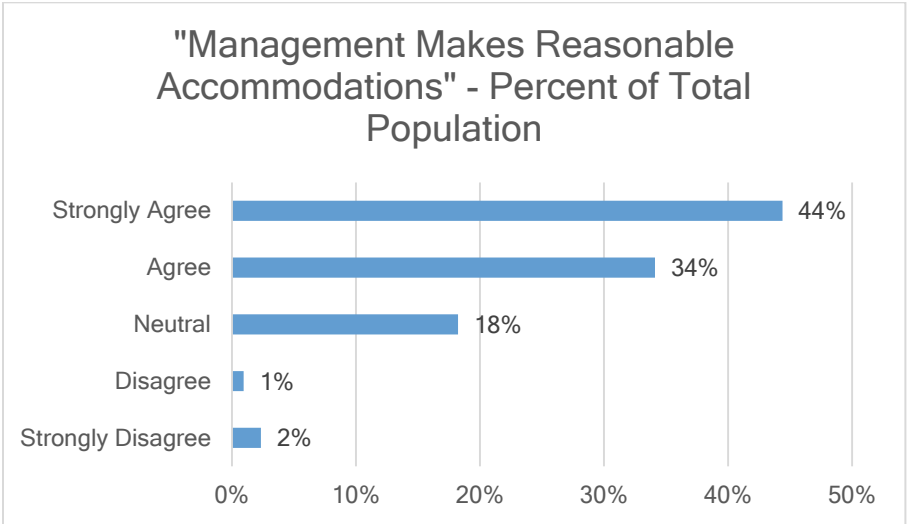

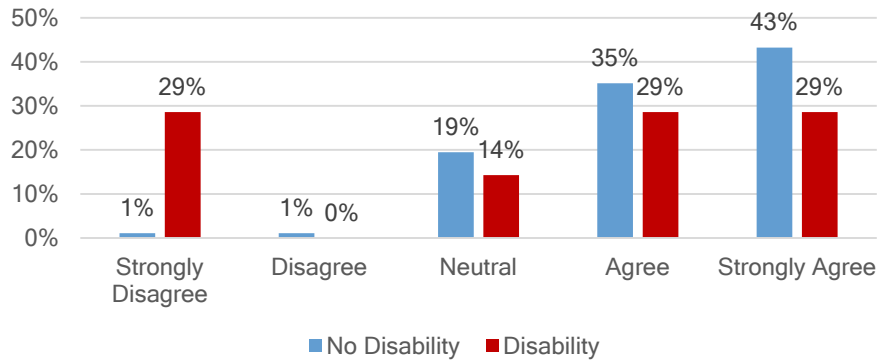"Work Accommodations Could Have Prevented Leaving" - Percent by Minority Status

"Work Accommodations Could Have Prevented Leaving" - Percent by Gender

"Management Makes Reasonable Accommodations" - Percent of Total Population

Response	Percent
Strongly Agree	44%
Agree	34%
Neutral	18%
Disagree	1%
Strongly Disagree	2%

"Management Makes Reasonable Accommodations" - Percent by Gender

Response	Male	Female
Strongly Disagree	2%	3%
Disagree	1%	1%
Neutral	15%	23%
Agree	37%	31%
Strongly Agree	45%	42%

"Management Makes Reasonable Accommodations" - Percent by Minority Status

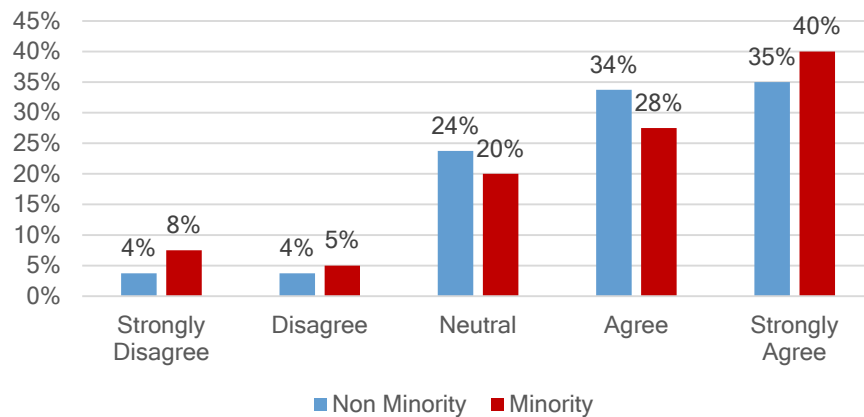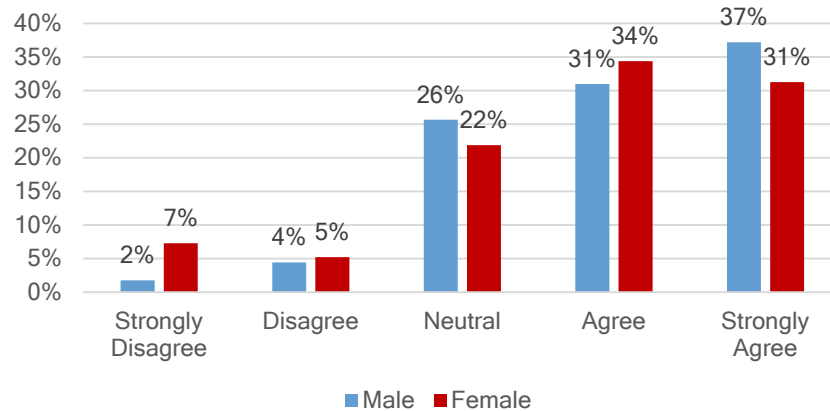| Response	Non Minority	Minority
Strongly Disagree	2%	3%
Disagree	1%	0%
Neutral	18%	18%
Agree	34%	38%
Strongly Agree	45%	41%

"Management Makes Reasonable Accommodations"- Percent by Disability Status

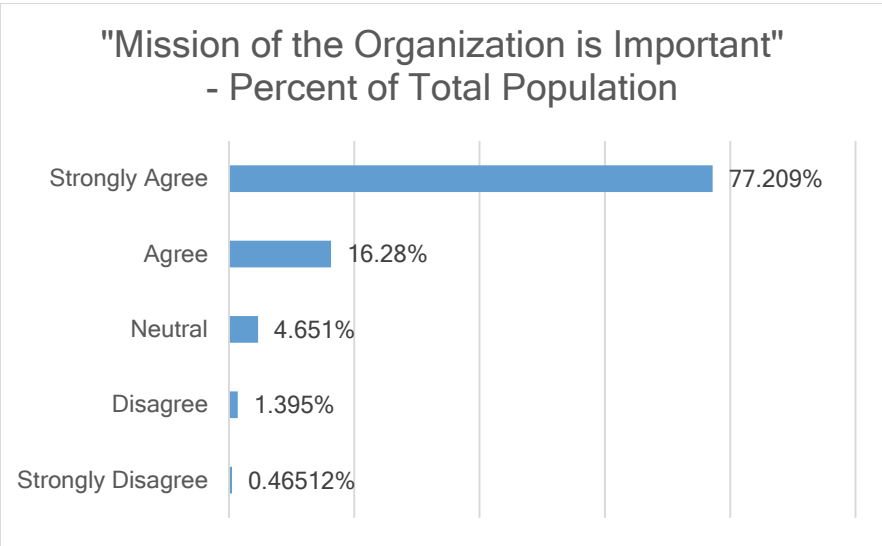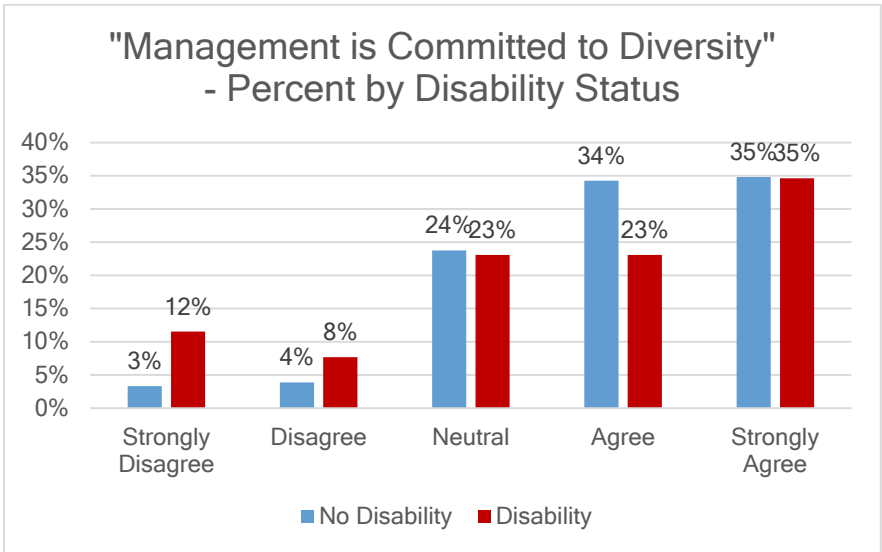|	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No Disability	1%	1%	19%	35%	43%
Disability	29%	0%	14%	29%	29%

■ No Disability ■ Disability

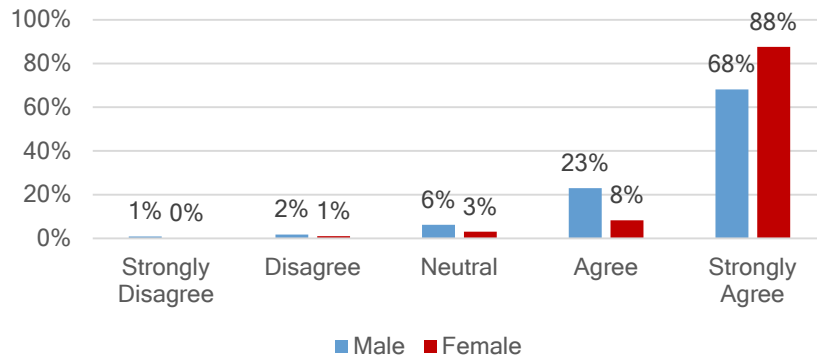## "Management is Committed to Diversity" - Percent by Minority Status

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Non Minority	4%	4%	24%	34%	35%
Minority	8%	5%	20%	28%	40%

■ Non Minority ■ Minority

"Management is Committed to Diversity" - Percent by Gender

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Male	2%	4%	26%	31%	37%
Female	7%	5%	22%	34%	31%

■ Male ■ Female

"Management is Committed to Diversity" - Percent by Disability Status

Strongly Disagree: No Disability 3%, Disability 12%
Disagree: No Disability 4%, Disability 8%
Neutral: No Disability 24%, Disability 23%
Agree: No Disability 34%, Disability 23%
Strongly Agree: No Disability 35%, Disability 35%

■ No Disability ■ Disability

"Mission of the Organization is Important" - Percent of Total Population

Strongly Agree: 77.209%
Agree: 16.28%
Neutral: 4.651%
Disagree: 1.395%
Strongly Disagree: 0.46512%

"Mission of the Organization is Important" - Percent by Minority Status

Strongly Disagree: Non Minority 1%, Minority 0%
Disagree: Non Minority 2%, Minority 0%
Neutral: Non Minority 6%, Minority 0%
Agree: Non Minority 13%, Minority 25%
Strongly Agree: Non Minority 79%, Minority 75%

■ Non Minority ■ Minority

Percent by Gender, the "Mission of the Organization is Important" - Percent by Gender

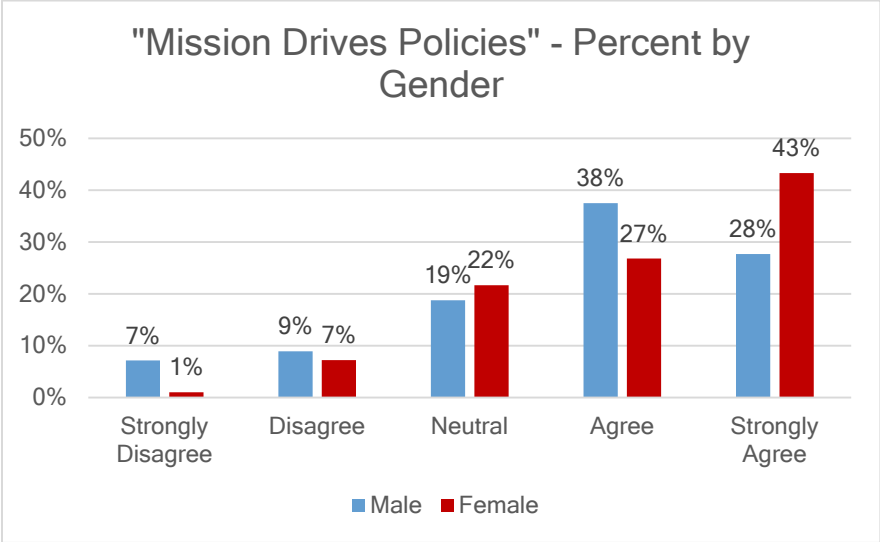|	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Male	1%	2%	6%	23%	68%
Female	0%	1%	3%	8%	88%

■ Male ■ Female

"Mission Drives Policies" - Percent by Minority Status

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Non Minority	5%	8%	19%	35%	33%
Minority	0%	8%	21%	28%	44%

■ Non Minority ■ Minority

"Mission of the Organization is Important" - Percent by Disability Status

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No Disability	1%	2%	4%	17%	76%
Disability	0%	0%	7%	15%	78%

■ No Disability ■ Disability

"Mission Drives Policies" - Percent by Gender

"Mission Drives Policies" - Percent by Disability Status

"Supervisor Encourages Work-Family Balance" - Percent of Total Population

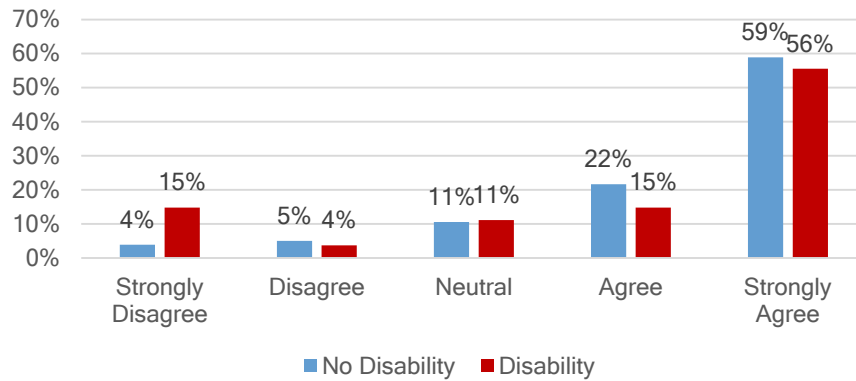| Response	Percent
Strongly Agree	59%
Agree	21%
Neutral	10%
Disagree	5%
Strongly Disagree	6%

"Supervisor Encourages Work-Family Balance" - Percent by Minority Status

Response	Non Minority	Minority
Strongly Disagree	4%	11%
Disagree	4%	8%
Neutral	11%	8%
Agree	23%	8%
Strongly Agree	57%	66%

"Supervisor Encourages Work-Family Balance" - Percent by Gender

Response	Male	Female
Strongly Disagree	4%	7%
Disagree	5%	4%
Neutral	9%	13%
Agree	22%	19%
Strongly Agree	60%	57%

"Supervisor Encourages Work-Family Balance" - Percent by Disability Status

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
No Disability	4%	5%	11%	22%	59%
Disability	15%	4%	11%	15%	56%

■ No Disability ■ Disability

"Rate Your Orientation to the Service" - Percent of Total Population

Poor	Fair	Good	Excellent
22%	21%	42%	15%

"Rate Your Orientation to the Service" - Percent by Minority Status

	Poor	Fair	Good	Excellent
Non Minority	14%	21%	40%	24%
Minority	13%	13%	56%	18%

■ Non Minority ■ Minority

"Rate Your Orientation to the Service" - Percent by Gender

Male / Female

	Poor	Fair	Good	Excellent
Male	16%	20%	43%	21%
Female	13%	23%	42%	23%

"Rate Your Orientation to the Service" - Percent by Disability Status

No Disability / Disability

	Poor	Fair	Good	Excellent
No Disability	14%	21%	42%	22%
Disability	15%	19%	44%	22%

"Rate Your IDP Experience" - Percent of Total Population

	Percent
Excellent	14%
Good	39%
Fair	31%
Poor	16%

"Rate Your IDP Experience" - Percent by Minority Status

Poor: Non Minority 14%, Minority 11%
Fair: Non Minority 35%, Minority 16%
Good: Non Minority 36%, Minority 53%
Excellent: Non Minority 15%, Minority 21%

■ Non Minority ■ Minority

"Rate Your IDP Experience" - Percent by Gender

Poor: Male 14%, Female 13%
Fair: Male 30%, Female 32%
Good: Male 40%, Female 39%
Excellent: Male 16%, Female 17%

■ Male ■ Female

"Rate Your IDP Experience" - Percent by Disability Status

Poor: No Disability 13%, Disability 11%
Fair: No Disability 31%, Disability 37%
Good: No Disability 39%, Disability 37%
Excellent: No Disability 17%, Disability 15%

■ No Disability ■ Disability

Work Environment Survey Results

Overall rates/counts of harassment behavior

- An estimated 2,780 FWS employees, or 31.4% of the workforce, experienced some kind of harassing or assault related behavior in past 12 months. An estimated 18.6% of the workforce witnessed someone else being harassed during that time.
- The most common type of harassment behavior experienced by FWS employees in the past 12 months was age-related. Gender harassment behaviors were the second most common. (*Table 1*.)
- In the past 12 months an estimated 556 employees, or 6.3% of the workforce, experienced sexual harassment behaviors. An estimated 34 employees, or 0.38% of the workforce, experienced sexual assault related behavior in the past 12 months.
- Sex/gender harassment was most commonly type of harassment witnessed by survey respondents, followed by age harassment (*Table 1. FWS – Estimated Count of Persons Experienced Harassment in Past 12 Months and Rates*.)

Estimated Count of Persons Experienced Harassment in Past 12 Months and Rates					
Basis	Percent experienced	Margin of Error	Estimated number of employees	Lower bound of estimate	Upper bound of estimate
Age	17.7%	±0.8	1,569	1,500	1,641
Racial/Ethnic	7.7%	±0.6	685	637	736
Religious	5.4%	±0.5	475	435	519
Disability	5.7%	±0.5	498	457	542
Sexual Orientation	2.9%	±0.4	255	226	288
Gender Harassment	15.5%	±0.8	1,370	1,304	1,438
Sexual Harassment	6.3%	±0.5	556	513	602
Sexual Assault	0.38%	±0.15	34	24	47

Table 1. FWS – Estimated Count of Persons Experienced Harassment in Past 12 Months and Rates

Count and Percent of Persons Who Have Witnessed Harassment			
Basis	Number witnessing	Percent witnessing	Margin of Error
Age	867	10.0%	±0.6
Racial/Ethnic	534	6.1%	±0.5
Religious	352	4.0%	±0.4
Disability	412	4.7%	±0.5
Sexual Orientation	242	2.8%	±0.4
Sex/Gender	1,012	11.6%	±0.7

Harassment behavior or experience with greatest impact

- In order to keep the questionnaire to a manageable length, respondents were asked to identify the basis of the harassment experience or behavior in the past 12 months that had the greatest impact on them and were then given detailed questions about that experience.
- Although age related harassment behavior was the most commonly reported harassment behavior overall, when survey respondents were asked to identify the basis of the harassment behavior or experience that had the greatest impact on them, sex/gender related harassment behavior topped the list. (*Table 2*.)

Table 2. FWS – Primary Basis for Experience of Greatest Effect.

Q33 Thinking about the one behavior or experience that had the greatest effect on you in the past 12 months, what was the primary basis for the behavior or experience?			
Basis	Number respondents	Percent	Margin of Error
Your age	649	23.8%	±1.6
Your race or ethnicity	257	9.4%	±1.2
Your religious beliefs	142	5.2%	±0.9
Your disability status or condition	177	6.5%	±1.0
Your sexual orientation	60	2.2%	±0.6
Your sex/gender	907	33.2%	±1.8
Unknown	539	19.7%	±1.5

Responses to harassment

Action taken
- Only 20.7% of employees experiencing harassment or assault-related behavior reported it. Despite this, most discussed the behavior with someone else in the organizations, most commonly with coworkers (50.9% of employees experiencing harassment related behavior). 30.8% of employees also addressed the issue directly with the person engaging in the behavior.
- Employees who indicated that they had seen someone else being harassed in the past 12 months were also asked about what action they took in response, if any. The most common course of action was to ask the target of the harassing behavior if they needed help (33.6% of respondents). The second most common response was to do nothing (27.6% of respondents) followed by telling person engaging in the harassing behavior that they "crossed the line" (23.3% of respondents). 19.8% of respondents indicated that they brought the situation to the attention of someone in a position of authority.

Reasons for not reporting
- Most employees experiencing harassment or assault-related behavior indicated that they did not report it. The most commonly cited reasons for not reporting were the employee's belief that the behavior was not serious enough to warrant reporting, the employee's desire to forget about the experience and move on, and the behavior stopping on its own.
- Of the employees who indicated that sexual/gender harassment behavior had the greatest impact on them in the past 12 months, only 19.8% reported it. Again, the most common reason for not reporting, selected by over 75% of respondents, was the belief that the behavior was not serious enough. The

second most common reason for not reporting was the desire to move on from the incident. Respondents were about equally likely to indicate that they did not report the behavior because it stopped on its own or because they did not believe anything would be done if they did report.

Outcomes of reporting

- When employees did report harassment, they tended to turn to their supervisors/managers most often. The survey also asked all respondents, including those who had not experienced harassment, to consider what resources they would use in the future in order to report harassing behavior. Here too, most employees anticipated that they would report such behavior to a supervisor.
- Of those employees who did report harassment, 37.4% indicated that action was taken as a result of their report. The most common actions included explaining harassment policies to the entire office and conducting management investigation. The study authors caution that employees might not be aware of disciplinary actions in all cases.
- Some employees also indicated that they were discouraged from filing grievance reports (31.7%) or were advised to drop the issue (37.6%).

Consequences of harassment

- Experiences of harassment behavior appear to correlate with lower levels of job satisfaction, job engagement, and organizational commitment. The magnitude of this effect varies; in some cases harassment experiences seem to have a large effect on these outcomes while in other cases the effect, while still negative, is relatively small.
- 35.9% of respondents who experienced harassment indicated that the harassment behavior that had the greatest impact on them negatively impacted their relationships with coworkers and supervisors, 34.7% felt the behavior made it harder to complete their work, and 15.4% indicated that they took leave as a result of the experience.
- 31.4% of respondents considered leaving FWS as a result of the experience and 13.5% reported that they took steps to do so.

Separations from FWS Before and After the One-Year Mark

The Office of Diversity and Inclusive Workforce Management received an inquiry about whether the accessions and separations shown on the quarterly reports might represent the same individuals. That is, over the period of a single reporting cycle, is the Fish and Wildlife Service (FWS) losing the very same people that have just been hired?

While some employees do indeed join the organization and leave again within the same quarter or fiscal year, this is not typically the case. The majority of overall accessions and separations shown on the workforce data table do not overlap.

The following report examines this question of whether employees are separating shortly after being hired. It is important to note this is only one aspect of the much broader topic of employee retention. Questions such as the separation rates for different demographic groups, reasons for leaving, tenure length, etc. are beyond the scope of this analysis.

Overview of Separations

This report is based on personnel actions effective October 1, 2005 to February 16, 2018, which separated permanent employees. We pay particular attention to separations of employees from low participation groups.

Figure 1 shows the number of separations from FWS by type in each fiscal year. Separations from FWS for reasons other than retirement are the most common whereas region-to-region movement is the least common.

The number of retirements appears to vary the most. (See Table 4 in appendix for corresponding data table.)
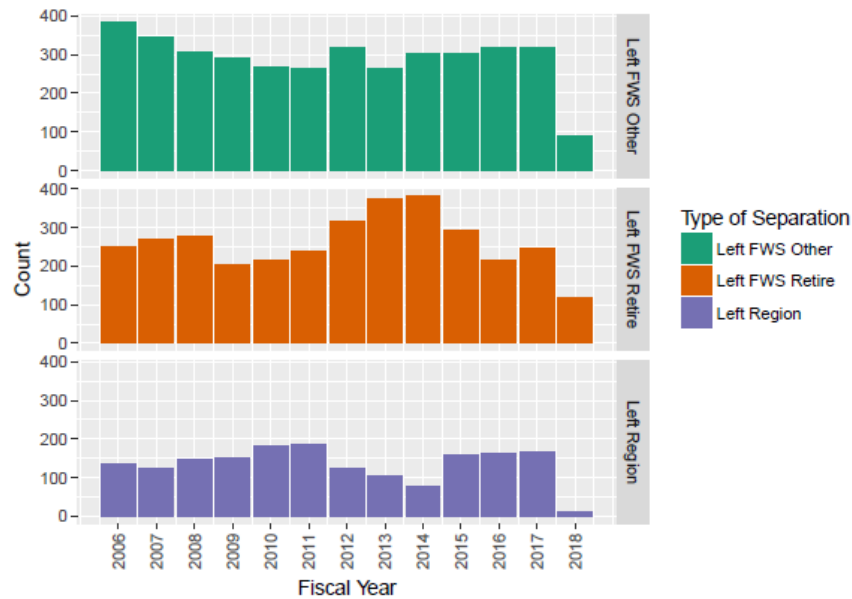
Figure 1: Separations by Type and Fiscal Year

Table 1 and table 2 display the average and standard deviation of separations during 2006-2017. We exclude 2018 since the year is not yet over and the partial count would artificially deflate the averages.

Summary Statistics- Overall Separations	
	Separations Per Fiscal Year
Average	723.5
Standard Deviation	40.8

Table 1: Summary Statistics- Overall Separations (2006-2017)

Summary Statistics- Separation by Type			
	Left FWS-Retire	Left FWS-Other	Left Region
Average	273.7	306.8	143.1
Standard Deviation	58.9	35.0	32.0

Table 2: Summary Statistics- Separations by Type

Separations from the Permanent Workforce

Movement within FWS is beyond the scope of this analysis, as our interest is in retention to the organization as a whole rather than to any particular region. Figure 2 shows the total number of separations from the permanent workforce by year.
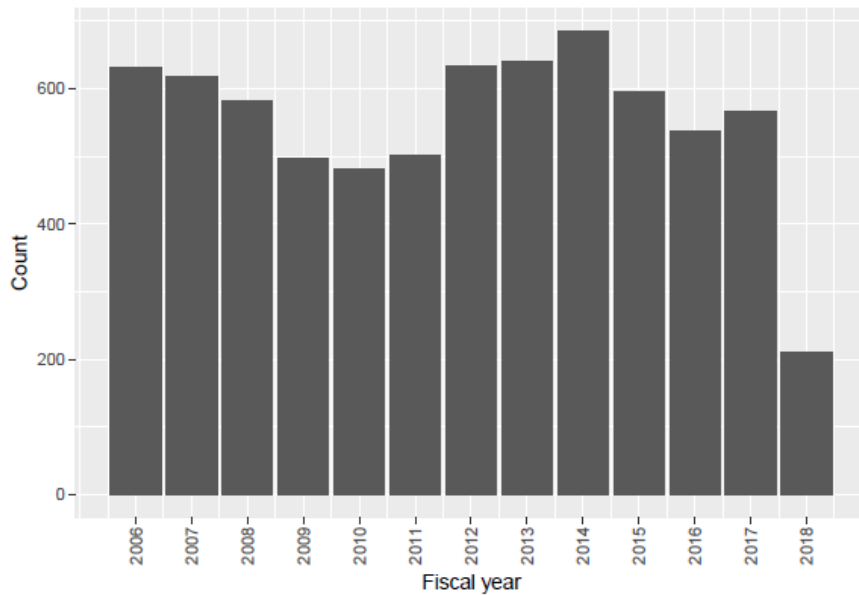
Figure 2: Separations from FWS by Fiscal Year

Our primary purpose is to determine whether there is a "revolving door" situation in which employees are separating soon after being hired. Should such a pattern exist, the revolving door could prevent FWS from seeing lasting changes in the workforce regardless of how successful the recruitment and hiring initiatives are.

One limitation of the data used in this report is that accession dates are not available for those employees who last joined FWS prior to FY 2006. This means if someone separated in 2008 but was hired before 2006, we cannot determine how long they had been on board at the time of their separation.

To get a sense of whether employees are being hired and leaving shortly thereafter, we first consider only those separated employees for whom we have accession date information (i.e. employees hired during or after FY 2006).

Figure 3 shows how long those employees stayed in the permanent workforce before leaving. Note that these time spans have an upper bound of around 12.38 years. Employees with longer tenures at the time of separation were hired prior to FY 2006.
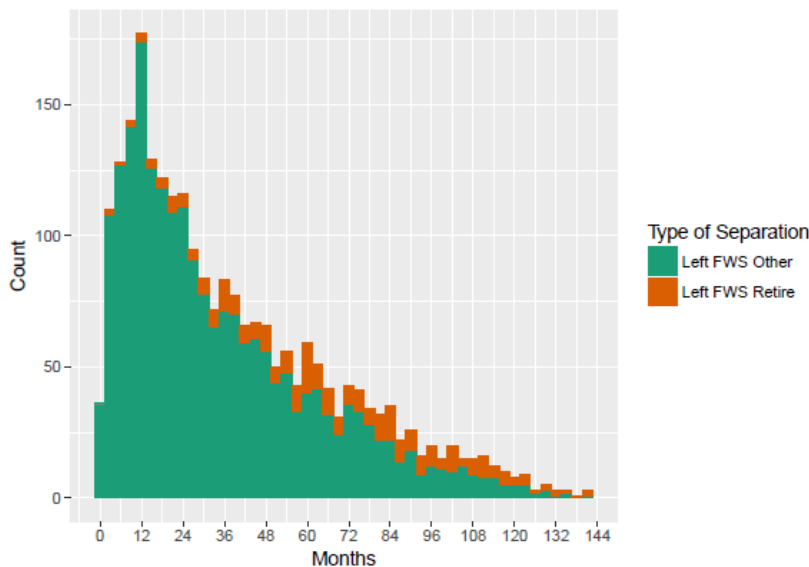
Figure 3: Months on Board Prior to Separation

The median time to separation for this group is just under 2.5 years, which means that half of this group separated in under 2.5 years.

Nearly two-thirds of the separations in our data set were of employees who were last hired into the permanent workforce prior to FY 2006 and are not included in this graph, which is a considerable limitation. We need another approach that allows us to include a larger portion of the data in our analysis.

Our initial question was whether employees are being counted as accessions and separations in the same reporting cycle, or more broadly, if employees are being hired into the agency and leaving shortly thereafter. We can re-frame this question and ask whether or not a separation occurred in under one (1) year. One year is a convenient benchmark to use since this it corresponds both with the typical probationary period and the length of the annual reporting cycle.

If we restrict our analysis to separations occurring between FY 2007 and FY 2018, we can determine whether or not each separation occurred in under a year, irrespective of when the employee was last hired.

For example, consider an employee who separates on day one of FY 2007. If they were hired prior to FY 2006, we know that the separation occurred after a year. We do not know how long they were on board before separating, but we know that it was at least a year. If they were last hired during or after FY 2006, the accession date is known and we can figure out how long they were on board prior to separating.

Figure 4 shows the total number of separations occurring less than one year after the employee was last hired and the number occurring after at least one year during each fiscal year from FY 2007 to FY 2018. We can see that although there are employees leaving shortly after being hired, their separations make up a relatively small share of the total separations.
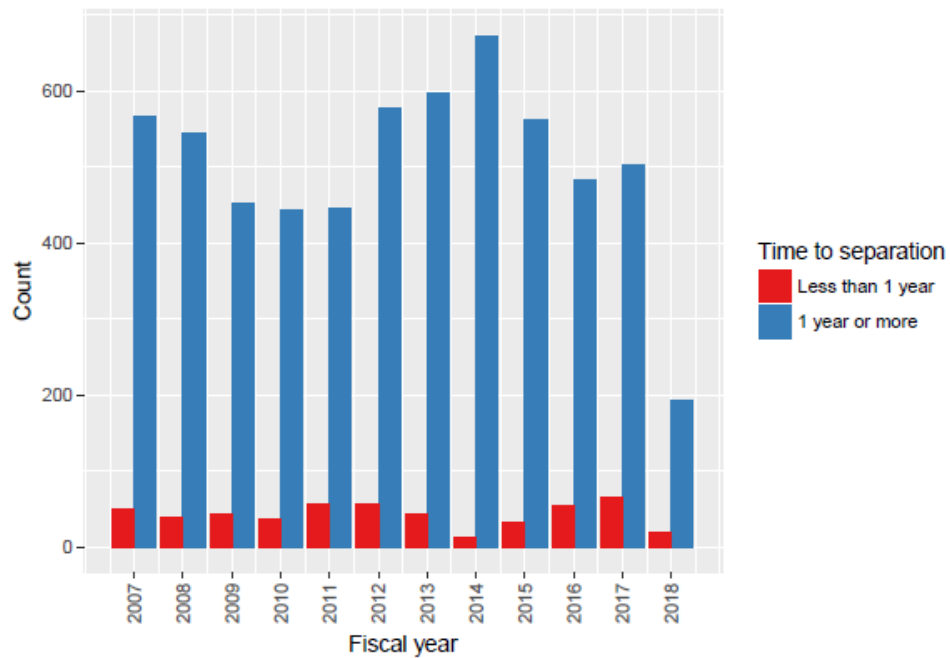
Figure 4: Type of Separation by Fiscal Year

Table 3 shows the percentage of separations in each fiscal year that occurred in under a year and the percentage that took place after a year or more.

Separations from FWS by Fiscal Year

	Less than 1 year	1 year or more	Total
2007	8.1	91.9	100
2008	6.5	93.5	100
Average	7.3	92.7	100

Table 3: Separations from FWS by Fiscal Year

Separations and Minority Status (Minority/White)

Minorities are a low participation group in the permanent workforce, so we want to know if there is a revolving door for these employees.

Question: Are minorities leaving FWS shortly after being hired?

Answer: No. Although some minorities do separate in under a year, the majority of minorities who separate from FWS have been on board for a year or more at the time of separation.
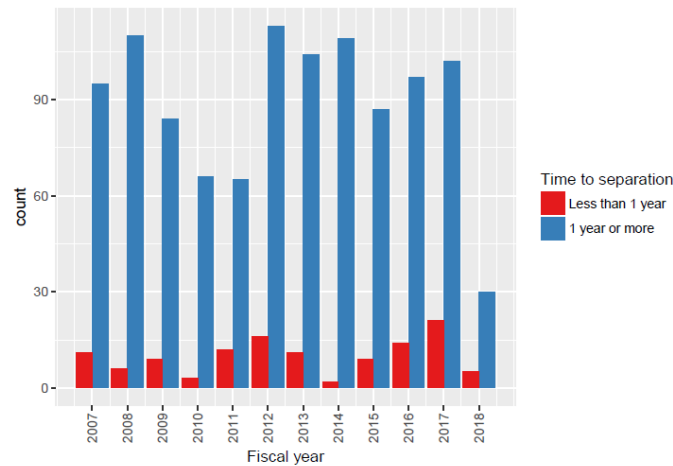
Figure 5: Separations of Minority Employees from FWS by Fiscal Year and Time to Separation

Question: Are minority employees leaving FWS faster than white employees?

Answer part 1: In 2007-2018 overall, minorities had higher odds of leaving FWS quickly (in under a year) than whites. However, when we look year by year, there were several years where the odds of a fast separation were not appreciably different for these groups.
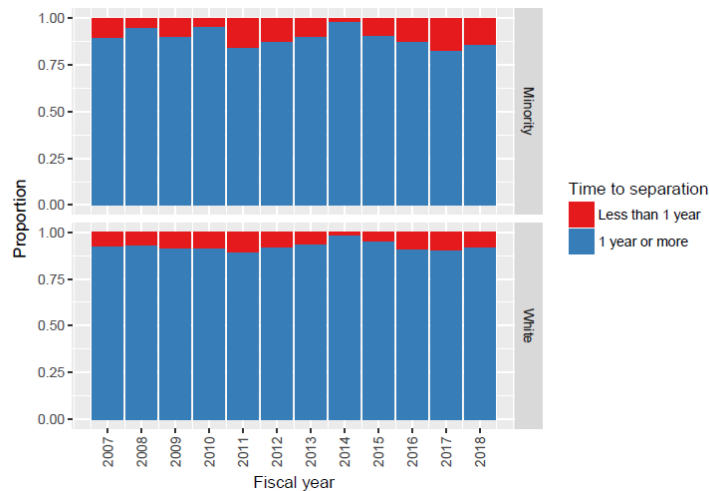

Figure 6: Separations from FWS by Fiscal Year and Time to Separation
Comparison by Minority Status

Answer part 2: If we consider only those employees who were last hired during or after FY 2006, we can compare the time to separation for minorities and whites who left FWS between 2006 and 2018. We find that the median length of time before separation for minorities was 2.26 years compared to 2.6 years for whites.
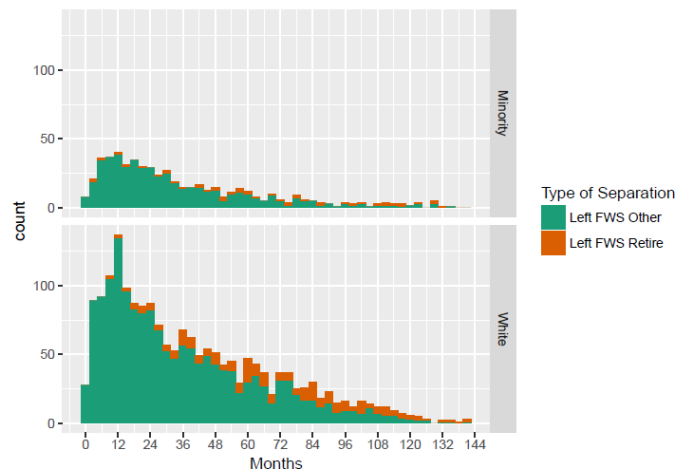
Figure 7: Months on Board Prior to Separation by Minority Status
Separations of Employees Hired in FY 2006 or Later

Separations and Sex (Women/Men)

Women are a low participation group in certain occupations within the permanent workforce, so we want to know if there is a revolving door for these employees.

Question: Are women leaving FWS shortly after being hired?

Answer: No. The majority of women separating from FWS have been on board for at least a year prior to separating.
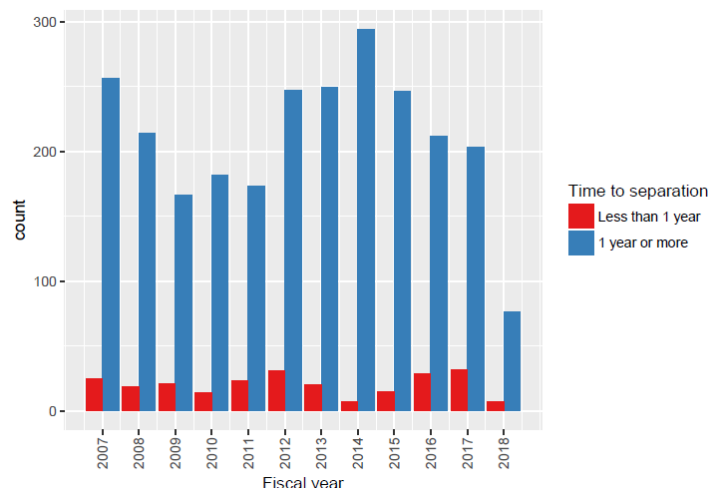

Figure 8: Separations of Women Employees from FWS by Fiscal Year and Time to Separations

Question: Are women leaving FWS faster than men?

Answer part 1: In 2007-2018 overall, women had higher odds of leaving FWS quickly (in under a year) than

men. However, when we look year by year, the odds of a fast separation were not appreciably different for women and men.
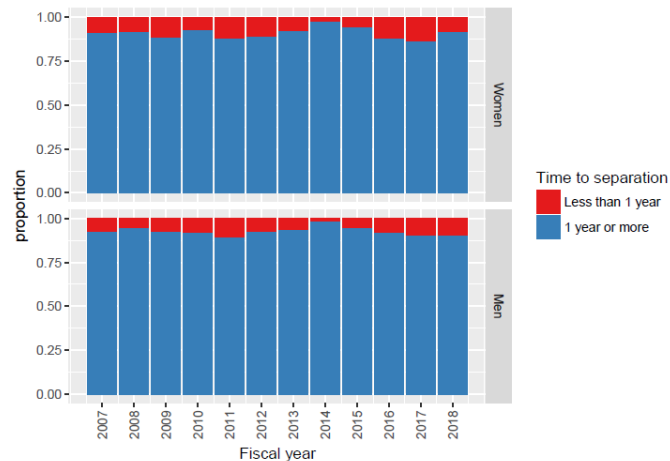

Figure 9: Separations from FWS by Fiscal Year and Time to Separation
Comparison by Gender

Answer part 2: If we consider only those employees who were last hired during or after FY 2006, we can compare the time to separation for women and men who left FWS between 2006 and 2018. We find the median length of time before separation for women was 2.5 years compared to 2.6 years for men.
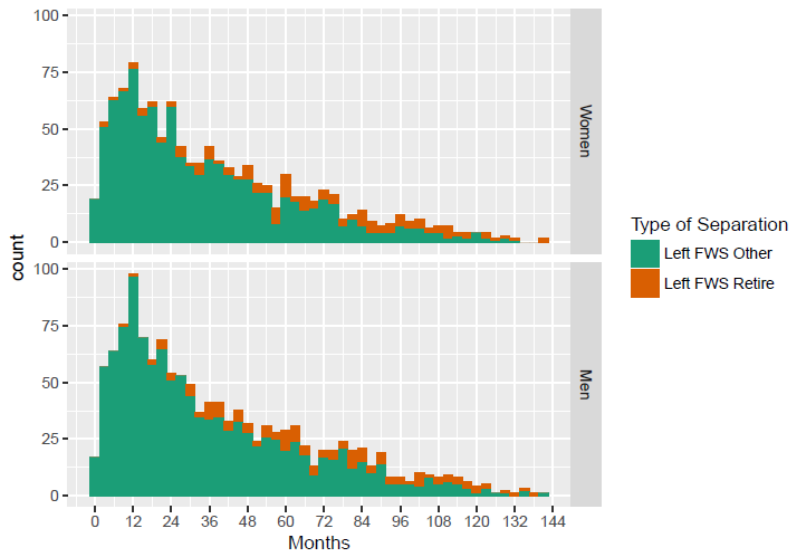

Figure 10: Months on Board Prior to Separation by Gender
Separations of Employees Hired in FY 2006 or Later

Separations and Disability Status (Disabled/Not Disabled)

People with disabilities (PWD) are a low participation group within the permanent workforce, so we

want to know if there is a revolving door for these employees.

Question: Are disabled employees leaving FWS shortly after being hired?

Answer: No, the majority (over 80% in any year between 2007 and 2018) of separations of disabled employees happened after the employee had been on board for at least one year.
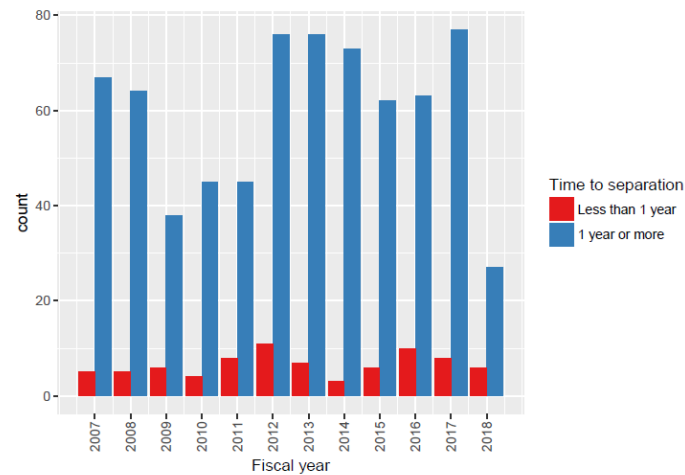

Figure 11: Separations of PWD from FWS by Fiscal Year and Time to Separation

Question: Are disabled employees leaving FWS faster than non-disabled employees?

Answer part 1: In 2007-2018 overall, disabled employees had higher odds of leaving FWS quickly (in under a year) than non-disabled employees. However, when we look year by year, the odds of a fast separation were not appreciably different for these groups.

Figure 12: Separations from FWS by Fiscal Year and Time to Separation
Comparison by Disability Status

Answer part 2: If we consider only those employees who were last hired during or after FY 2006, we can compare the time to separation for disabled employees and non-disabled employees who left FWS between 2006 and 2018. We find that the median length of time before separation for disabled employees was 2.4

years compared to 2.5 years for non-disabled employees.

Figure 13: Months on Board Prior to Separation by Disability Status
Separations of Employees Hired in FY 2006 or Later

Grievance Trends

Using data from the 2016 Grievance Report, we observed the following trends:

1) Region 5 has significantly more claims than other regions
2) Most of the claims come from harassment (non-sexual) and creation of hostile environment.
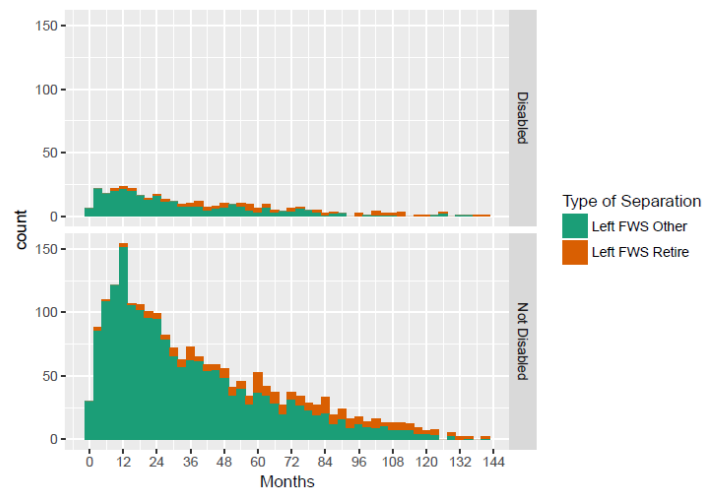3) Most of Region 5's claims were either cancelled or didn't turn up any confirmations of the allegations. But even with 21 of their claims cancelled or uncorroborated, they still have the most claims that came back with evidence (7 claims).
4) There are two position titles that have the most claims reported against them; Fish Biologist (5 claims), and Wildlife Refuge Manager (4 claims).

Total Count of Complaints, by Region

Region	Count
HQ	8
R1	3
R2	1
R3	1
R4	1
R5	29
R6	2
R7	4
R8	4

Percent of Total Complaints, by Region

Region	Percent
HQ	15%
R1	6%
R2	2%
R3	2%
R4	2%
R5	55%
R6	4%
R7	8%
R8	8%

Complaint Type- Count of Total Population

Categories (left to right):
Gender (Female) Hostile... — 1
Gender (Male) / Veteran... — 1
Harassment — 1
Harassment (non-sexual) and... — 19
Hostile Work Environment — 4
Inappropriate comments — 4
Inappropriate comments of... — 1
Innapropriate touching, other... — 4
Race Non-Selection — 1
(unlabeled) — 1
Sexual Harassment — 1
Sexual Harassment Hostile... — 9
Sexual Harassment Hostile... — 1
Sexual Harassment and... — 1
Workplace Harassment/HWE — 1
Workplace Harassment/HWE... — 1
Workplace Harassment/HWE... — 1

Complaint Type- Percent by Total Population

Categories (left to right):
Gender (Female) Hostile Work... — 2%
Gender (Male) / Veteran Hostile Work... — 2%
Harassment — 2%
Harassment (non-sexual) and... — 36%
Hostile Work Environment — 8%
Inappropriate comments — 8%
Inappropriate comments and conduct — 2%
Inappropriate comments of sexual... — 8%
Innapropriate touching, other issues — 2%
Race Non-Selection — 2%
(unlabeled) — 2%
Sexual Harassment — 17%
Sexual Harassment Hostile Work... — 2%
Sexual Harassment Hostile Work... — 2%
Sexual Harassment and creation of a... — 2%
Workplace Harassment/HWE — 2%
Workplace Harassment/HWE &... — 2%
Workplace Harassment/HWE &... — 2%

APPENDIX G
Barrier Analysis Team Members

Name	Title	Region / Program
Daffny Pitchford **(Chair)**	Refuge Supervisor, National Wildlife Refuge System	Region 4
Eric J. Taylor **(Vice-Chair)**	Chief, Division of Migratory Bird Management	Migratory Birds , Region 7
Barak Shemai	AIS Coordinator	Fish and Aquatic Conservation , Region 2
Megan Wandag	Youth hiring coordinator, Visitor Services Manager	Region 3
Cindy Fury	Project Leader/Wildlife Biologist	FL/Caribbean Migratory Bird Field Office , Region 4
Richard Weigel	Network Engineer	Region 5
Valerie Slocumb	Wildlife Compliance Specialist	Migratory Birds , Region 5
David L. Morton	Engineering	Region 7
Danielle Ross-Winslow	Social Scientist	Human Dimensions Branch, Natural Resources Program Center
Dawn Lagrotteria	Chief, Visitor Services and Outreach Branch, Division of Training	National Conservation Training Center