



# Diversity and Inclusion Implementation Plan FY 2015-2019

Recognizing Diversity as a  
Mission-readiness Issue



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## **Purpose**

The Diversity and Inclusion Implementation Plan (DIIP) has been redesigned to provide more focused and strategic guidance that will assist the Directorate, project leaders, managers and supervisors, and their employees in their efforts to build and maintain a diverse, inclusive, and highly qualified workforce. It identifies the highest priorities and essential actions the Service needs to take to include and respect differences in people and their cultures and lifestyles, and to cultivate a culture that connects each employee to the organization, encourages collaboration, respect, fairness, and equal access to opportunities so that all employees are enabled to participate and contribute to their full potential. It also includes due dates and identifies the individuals responsible for the actions. The Directorate has made a commitment to accomplish the strategic activities defined in this plan, with each Deputy serving as the lead for their Region/Program to assist with implementation and progress. Leadership's commitment and accountability across the organization will be the key to its success.

The definition of diversity is simply variety; differences. We define workforce diversity as the differences that influence personal perspectives of individuals in that workforce. Inclusion is about recognizing, respecting, and valuing differences that influence personal perspectives. Our focus on diversity and inclusion means:

- recruiting and retaining a diverse Federal workforce from all segments of our population;
- cultivating a culture that connects employees and our customers to the organization;
- encouraging collaboration, flexibility, and fairness; and,
- using our differences throughout the organization so that all individuals are enabled to participate and contribute to their full potential.

We are experiencing a world that is rapidly changing, not only in our environment, but also in the composition of the communities we live in—all of which present challenges to the way we do things and how we respond in the face of these changes. We must all be committed to ensure the Service's mission remains relevant at a time when we are facing unprecedented challenges.

The work of ensuring that the Service continues to build an adequate pool of diverse managers, supervisors, and employees in the pipeline who are ready to be the next generation of leaders is never complete. We have a lot of work ahead of us, but we must work together to ensure that the performance outcomes contained in the revised Diversity and Inclusion Implementation Plan provide the desired results of having a diverse workforce of people who are prepared to be the conservation stewards in the future.

## **Goals**

Similar to the previous DIIP, the current one sets forth four strategic goals and strategies which should be tailored to meet the demographic differences in each state and community. For the strategies to be successful, all employees, project leads, managers and supervisors at all levels of the organization must be engaged and committed and hold themselves accountable to take proactive steps to implement the action items identified if we are to make progress toward our goals.

### **Building Diversity as a Core Value**

In Objective 1 there is an emphasis on communication from the very top of the organization to managers, supervisors, Project Leaders and employees to ensure everyone has a clear understanding of the importance of diversity and inclusion and their responsibilities in fostering a culture that supports diversity and inclusion in the workplace. The Deputies are designated to lead the implementation of the Plan and to assess progress for each of the objectives before each Directorate meeting based on reports submitted to them by their senior managers. These reports will be the subject of discussions at Directorate meetings to ensure the Directorate is aware of the progress being made to implement the Plan and of any barriers that require corrective actions. This objective calls for a climate survey to be conducted to identify employee perceptions about equal employment opportunity and organizational effectiveness to determine the actions necessary for improvement. It emphasizes the importance of EEO training and cultural awareness to better prepare leaders to effectively manage a diverse workforce with all its complexities. It calls for recognition of employee efforts in promoting diversity and inclusion goals.

### **Establish Partnerships and Targeted Recruitment Sources**

Objective 2 of the plan emphasizes the need to establish relationships and enhance partnerships with targeted organizations so that the Service can increase the diversity of candidate pools for employment and internship opportunities.

### **Conduct Targeted Recruitment**

Objective 3 emphasizes the need to develop well planned and collaborative targeted recruitment strategies to recruit a pool of applicants for job series that have low participation group members. It describes the role Recruiters, Human Resources Specialist and Hiring Officials play in developing these strategies and reaching out to targeted groups based on the demographics and qualification requirements. Emphasis is placed on reaching out more broadly to recruit talented applicants from all segments of the population where the talent exists.

### **Maintain a Highly Skilled and Diverse Workforce through Talent Management**

Objective 4 emphasizes the need to ensure employee performance plans are in place for every employee so that they are aware of their job responsibilities, performance expectations, and their role in the mission of the Service. It emphasizes the need for managers to not only develop relevant Individual Development Plans in coordination with employees but to also provide opportunities for them to gain the knowledge or experiences they need to improve their current job performance or develop future technical/leadership skills. Implementing this objective will provide opportunities to all employees in an equitable way so that they all have the opportunity to apply for developmental opportunities, be considered for promotions, and experience the benefits of being supported and valued as a member of the organization. Finally, this objective emphasizes mentoring and coaching as effective tools to help employees grow as individuals and in understanding how to carry out their responsibilities effectively.

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DIVERSITY AND INCLUSION IMPLEMENTATION PLAN MATRIX**

DIRECTORATE, DEPUTIES GROUP, MANAGERS AND SUPERVISORS, AND OTHER RESPONSIBLE PARTIES

**Objective 1: Building Diversity as a Core Value**

<b>Strategic Activity</b>	<b>Responsible Parties</b>	<b>Action Items/Deliverables/Due Dates</b>	<b>Performance Outcomes</b>
<b>1.1. Discuss diversity and inclusion at every Directorate meeting.</b>	Directorate Executive Diversity Committee  <b>Lead:</b> Executive Diversity Committee	At each Directorate meeting the Executive Diversity Committee Lead (EDCL) will Chair a discussion on the Service initiatives and accomplishments.  <b>START DATE: November 2014</b> <b>DUE DATE: Quarterly Directorate meetings</b> <b>ACTION: EDCL will coordinate this Action Item for each quarterly Directorate meeting.</b>	Information on objectives and results are shared with the Director and members of the Directorate to demonstrate progress in achieving an inclusive workforce in the Service.
<b>1.2. Communicate the benefits of diversity and inclusion to your managers and supervisors to reinforce your commitment and demonstrate your support for an inclusive workforce.</b>	Directorate Deputies Group Managers and Supervisors Project Leaders  <b>Lead:</b> Each Deputy	Each Deputy will schedule meetings with managers, supervisors, Project Leaders, and other management officials to emphasize their responsibilities to implement the Action Items in the Plan.  <b>START DATE: Immediately following each Directorate meeting</b> <b>DUE DATE: Ongoing</b> <b>ACTION: The initial briefing must occur in-person or by VTC to discuss implementation of the action plan.</b>	Managers, supervisors and Project Leaders will have a clearer understanding of their responsibilities for diversity and inclusion in the workforce.
<b>1.3. Track and report diversity and inclusion accomplishments.</b>	Deputies Group Managers and Supervisors  <b>Lead:</b> Each Deputy	Each Deputy will hold subsequent meetings semi-annually with their senior managers to check progress on the implementation of the action items and reinforce their responsibilities. Senior managers will report to their Deputy on accomplishments, progress, and status of implementation of each action item.  <b>START DATE: November 2014</b> <b>DUE DATE: Schedule before Directorate meeting</b> <b>ACTION: Report submitted to Deputies</b>	The Directorate will be able to track and report the Service's progress in building diversity as a core value.

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<b>Strategic Activity</b>	<b>Responsible Parties</b>	<b>Action Items/Deliverables/Due Dates</b>	<b>Performance Outcomes</b>
<b>1.4. Actively promote diversity as a core value.</b>	Directorate Executive Diversity Committee Deputies Group Managers and Supervisors Project Leaders  <b>Lead:</b> Each Deputy	Each Deputy must ensure their subordinate managers and supervisors are managing their workforce by consistently applying human resources and/or training policies and practices to include providing training and developmental opportunities identified in each of their employees EPAP.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually Regularly/Ongoing</b>	Demonstrates management’s commitment to building a model diversity and inclusion program for effectively and efficiently carrying out the Service’s mission.
<b>1.5. Engage in identifying and reporting perceived barriers to achieving an inclusive workforce.</b>	Directorate Executive Diversity Committee Deputies Group Managers and Supervisors Project Leaders  <b>Lead:</b> Each Deputy	Each Deputy should hold discussions with their managers and supervisors to be briefed on issues and collect information that can be shared with HR and EEO on barriers encountered when applying policies and practices, such as: hiring, retention and employee development.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually Regularly/Ongoing</b>	Managers and supervisors will have a venue to discuss problems, issues, and concerns that may be potential barriers to achieving a diverse workforce.
<b>1.6. Conduct barrier analyses.</b>	Deputies Group Chief, HRO Chief, ODIWM  <b>Lead:</b> Chief, ODIWM	Each Deputy will provide information on issues that may be barriers to achieving a diverse workforce. ODIWM will evaluate the issues to identify if they are barriers and make recommendations for corrective action.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually Regularly/Ongoing.</b>	The Service will have the opportunity to identify barriers and develop corrective actions to eliminate them as appropriate.
<b>1.7. Identify clear objectives and evaluate managers, supervisors and Project Leaders on their diversity and inclusion critical element in their performance plans.</b>	Directorate Deputies Group Managers and Supervisors Project Leaders  <b>Lead:</b> Each Deputy and Managers	Identify clear objectives as it relates to the critical element on diversity and inclusion in performance standards with new and current supervisors, managers and Project Leaders, in accordance with the Service’s policy. Identify and discuss accomplishments at mid-term and final evaluation.  <b>START DATE: October 2014</b> <b>DUE DATE: End of each Performance Appraisal Period</b>	Managers, supervisors and Project Leaders are aware of their responsibilities for achieving the Director’s diversity and inclusion objectives.

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<b>Strategic Activity</b>	<b>Responsible Parties</b>	<b>Action Items/Deliverables/Due Dates</b>	<b>Performance Outcomes</b>
<b>1.8. Continue to require all managers and supervisors to attend diversity and equal employment opportunity training.</b>	Directorate Deputies Group Managers and Supervisors  <b>Lead:</b> Each Deputy	Follow up to ensure managers and supervisors complete their diversity and EEO training on an annual basis. If new, within six months of obtaining supervisory responsibilities, take a minimum of eight hours of training related to managing a diverse and inclusive workforce.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually/Ongoing</b>	Managers and supervisors are continually educated on their responsibilities for effectively managing and achieving a diverse and inclusive workforce as an integral part of conducting business in the Service.
<b>1.9. Promote the Director’s message on diversity and inclusion.</b>	Deputies Group Director, NCTC Chief, HRO  <b>Lead:</b> Deputies Group	Present the Director’s video message on diversity and inclusion during in-processing of new employees and Foundations orientations and in all leadership courses.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing</b>	All employees will be more aware of the Service’s commitment to diversity and inclusion.
<b>1.10. Incorporate diversity and inclusion in all NCTC management training.</b>	Deputies Group Director, NCTC Chief, ODIWM Chief, HRO  <b>Lead:</b> Deputies Group	Coordinate with NCTC to ensure that the importance of valuing an inclusive workforce is incorporated in all courses, including the Foundations and leadership courses to emphasize diversity and inclusion as essential elements of organizational success.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing</b>	Diversity and inclusion will be promoted and institutionalized throughout the Service.
<b>1.11. Support and promote Diversity Change Agents (DCA) within their workforce.</b>	Directorate Deputies Group Change Agent Support Team Lead  <b>Lead:</b> Deputies Group	Select employees who can serve effectively as a Diversity Change Agent for the Service and provide them the necessary support to carry out their roles and responsibilities effectively.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing</b>	The Diversity Change Agents will have the support to be an effective resource for the Service in furthering the message of diversity and inclusion as a business imperative.
<b>1.12. Use employees as a resource.</b>	Directorate Deputies Group Change Agent Support Team Lead  <b>Lead:</b> Deputies Group	Provide supervisors, managers, Project Leaders, and employees with 8 hours of training related to “managing and working in a diverse workforce,” such as the “Champions in Diversity” training.  <b>START DATE: October 2014</b> <b>DUE DATE: September 2017/Ongoing</b>	The Diversity Change Agents, management officials and employees are trained to help to raise awareness of diversity and inclusion as a Service priority and in creating a more inclusive workforce.

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**Objective 2: Establish Partnerships and Targeted Recruitment Sources**

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<p><b>2.1. Establish, update, and enhance partnerships with targeted organizations.</b></p>	<p>Deputies Group Chief, ODIWM DCR Chiefs Recruiters NCTC</p> <p><b>Lead:</b> Deputies Group</p>	<p>a. Recruiters: Identify and meet with key contacts and establish partnerships that will benefit the Service in locating and reaching individuals from targeted groups. Coordinate a course of action with the partner(s) to reach the targeted groups and evaluate the outcomes. If the objectives are being met, share the results with ODIWM so that information on effective partnerships can be provided Service-wide.</p> <p><b>START DATE: October 2014</b> <b>DUE DATE: Ongoing</b></p>	<p>Effective partnerships will result in increasing the diversity of candidate pools for employment and internship opportunities.</p>
	<p>Deputies Group</p> <p><b>Lead:</b> Each Deputy</p>	<p>b. Each Deputy: Participate in at least one recruitment/outreach event annually and report this participation in the quarterly diversity accomplishment report. Represent the Director at Regional outreach events.</p> <p><b>START DATE: October 2014</b> <b>DUE DATE: Annually</b></p>	
	<p>Deputies Group NCTC Recruiters</p> <p><b>Lead:</b> NCTC and Recruiters</p>	<p>c. Sponsor Conservation Careers Symposia at identified universities. Conduct skills-building workshops for students on resume writing, interviewing, networking, and navigating the Web to locate internships and jobs.</p> <p><b>START DATE: October 2014</b> <b>DUE DATE: Semi-annually/Ongoing</b></p>	

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**Objective 3: Conduct Targeted Recruitment**

Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<b>3.1. Develop targeted recruitment strategies.</b>	Deputies Group  <b>Lead:</b> Each Deputy	a. Each Deputy will identify key program managers to assist with the integration of the Recruiters into targeted recruitment strategies and activities.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing strategic activity</b>	Recruitment will be well planned which will result in an applicant pool that includes qualified candidates from all groups.
	Deputies Group Chief, HRO Chief, ODIWM Recruiters  <b>Lead:</b> Each Deputy	b. Recruiters, Human Resources Specialists and Hiring Officials will work together in executing strategies that reach targeted groups of women, minorities and individuals with disabilities for all positions in the Fish and Wildlife Service. Job-specific recruitment will be designed to reach desired communities and recruitment strategies will be tailored to meet workforce needs to increase the pool of targeted candidates for these positions.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing strategic activity</b>	
	Deputies Group  <b>Lead:</b> Each Deputy	c. Hiring officials will start with the Recruiters as the first point of contact when planning to fill vacancies for all positions. Human Resources must provide the Recruiters with information on each Vacancy at least two weeks prior to advertising the position. HR will provide the Recruiter with a link to the posting on USA Jobs.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing strategic activity</b>	

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Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
	Deputies Group  <b>Lead:</b> Each Deputy	d. The HROs must establish or revise standard operating procedures (e.g. Recruitment Check List, etc.) to implement the role of the Recruiter in their internal hiring process.  <b>START DATE: October 2014</b> <b>DUE DATE: November 2014</b>	
	Deputies Group  <b>Lead:</b> Deputies Group	e. The Recruiters will research demographics and qualifications and actively distribute vacancies through the sources that have the demographics to reach the targeted group members.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing strategic activity</b>	
	Deputies Group  <b>Lead:</b> Each Deputy	f. Recruitment activities and strategies will address the low participation needs reflected in the data in the quarterly workforce briefings.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing strategic activity</b>	
	Deputies Group <b>Lead:</b> Each Deputy	g. Utilize the Targeted Recruitment Resource Guide for policy guidance to implement targeted recruitment for low participation groups and other recruitment initiatives i.e., veterans, Schedule A, students etc.  <b>START DATE: October 2014</b> <b>DUE DATE: Ongoing strategic activity</b>	

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**Objective 4: Maintain a Highly Skilled and Diverse Workforce through Talent Management**

<b>Strategic Activity</b>	<b>Responsible Parties</b>	<b>Action Items/Deliverables/Due Dates</b>	<b>Performance Outcomes</b>
<b>4.1. Adhere to the Service’s Policy on the development and establishment of Employee and Supervisor Performance Appraisal Plans (EPAP) for each employee, supervisor and manager.</b>	Directorate Deputies Group Managers  <b>Lead:</b> Each Deputy	Certify to the next higher supervisory/managerial level that Employee and Supervisor Performance Appraisal Plans (EPAP) have been completed annually for each employee, supervisor and manager. Report outcomes to the RD/ADs annually.  <b>START DATE: October 2014</b> - In conjunction with establishing and completing the Performance Evaluation Plan <b>DUE DATE: September 30 Annually</b>	Creates a workforce who are aware of their job responsibilities and performance expectations and how they are tied to the mission of the Service.
<b>4.2. Adhere to the Service’s policy on the development and establishment of Individual Development Plans for each employee, supervisor, and manager.</b>	Directorate Deputies Group Managers  <b>Lead:</b> Each Deputy	a. Ensure that first-level supervisors have developed and implemented effective IDPs for their subordinates.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually</b>	Identifies individuals aspiring to develop leadership skills to prepare them to become future leaders and address technical and general competencies/key skills or training for improving current job performance or career development.
	Directorate Deputies Group Managers  <b>Lead:</b> Each Deputy	b. Ensure that second-level supervisors conduct a review of all IDPs submitted by their subordinate supervisors.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually</b>	
	Directorate Deputies Group Managers  <b>Lead:</b> Deputies Group	c. Managers and supervisors will identify ways to provide opportunities for subordinates to develop leadership skills.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually</b>	
<b>4.3. Second-level supervisors will conduct reviews of Individual Development Plans.</b>	Directorate Deputies Group Managers and Supervisors  <b>Lead:</b> Deputies Group	Second-level supervisors will periodically review the IDPs developed by their subordinates to ensure they are providing the assignments necessary for their employees to improve current job performance or develop future technical/leadership skills.  <b>START DATE: October 2014</b> <b>DUE DATE: September 30 Annually</b>	Active engagement in employee development assists the Service in maintaining an inclusive workforce with the needed skill sets to perform their job and become future leaders.

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Strategic Activity	Responsible Parties	Action Items/Deliverables/Due Dates	Performance Outcomes
<p><b>4.4. Educate Service employees about the value of informal mentoring.</b></p>	<p>Directorate Deputies Group Managers and Supervisors</p> <p><b>Lead:</b> Deputies Group</p>	<p>Train the workforce on the value of mentoring and coaching.</p> <p><b>START DATE: October 2014</b> <b>DUE DATE: Ongoing</b></p>	<p>Mentored employees are more engaged and can effectively understand and carry out their role in supporting the Service’s mission.</p>

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**DIRECTOR AND DEPUTY DIRECTORS**

**Leading and Building Diversity as a Core Value**

Strategic Activity	Responsible Parties	Action Items	Performance Outcomes
<p><b>1. Create and communicate the Director's vision highlighting diversity and inclusion as a core value.</b></p>	<p>Director/ Deputy Directors</p>	<p>a. The Vision Statement will be updated to reflect the Service's vision of an inclusive workforce and posted on the FWS homepage.</p> <p style="padding-left: 40px;">“We will continue to be a leader and trusted partner in fish and wildlife conservation, known for our scientific excellence and stewardship of lands and natural resources, with an inclusive and diverse workforce committed to public service.”</p> <p>b. The Director will produce a video about diversity and inclusivity to educate the workforce and promote the Service's vision.</p> <p>c. The Director will hold an all employee broadcast to emphasize his expectations contained in the DIIP Plan and explain the critical need for the Service to build diversity as a core value.</p> <p><b>START DATE: October 2014</b> <b>DUE DATE: Annually</b></p>	<p>All employees and the public are aware of the Service's vision for an inclusive and diverse workforce committed to public service.</p> <p>All employees will understand the Director's commitment to the strategic activities and action items contained in the DIIP Plan and management's responsibility to ensure diversity and inclusion are a priority in the Service.</p>
<p><b>2. Commit Resources</b></p>	<p>Director/ Deputy Directors</p>	<p>a. <b>Funds.</b> The Service will continue to have a separate operational budget which will be allocated by the Director and dedicated solely to fund targeted recruitment initiatives. Recruiters will be hired in each Region.</p> <p>b. <b>People.</b> The Director will communicate the Service's expectations to the Directorate to support the implementation of the DIIP Plan.</p> <p>c. <b>Time.</b> The Director will request the Directorate to provide managers and supervisors the necessary time to promote and execute the actions in the DIIP Plan.</p>	<p>The Director personally demonstrates the Service's commitment by providing the resources necessary to achieve diversity and inclusion as one of the highest priorities for all Service employees.</p>

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<b>Strategic Activity</b>	<b>Responsible Parties</b>	<b>Action Items</b>	<b>Performance Outcomes</b>
<b>3. Issue the Director's Annual Diversity Objectives.</b>	Director/ Deputy Directors	a. Determine areas of low participation in the workforce and identify Director's Annual Diversity Objectives to be implemented by the Directorate.	All managers and supervisors are aware of their responsibilities to successfully achieve the Director's Annual Diversity Objectives.
		b. Establish hiring goals for individuals with targeted disabilities.  <b>START DATE: December 2014</b> <b>DUE DATE: Annually</b>	
<b>4. Issue an annual diversity and inclusion memorandum to all employees.</b>	Director Deputy Directors	a. The Director's memorandum will highlight improvements and address areas that still require attention, emphasizing the importance of diversity and inclusion as a core value.	The Director emphasizes to employees the importance of diversity and inclusion in the Service's workforce and provides updates on the progress being made towards reaching the Service's goals of diversity and inclusion.
		b. The Director will state that the Executive Diversity Committee members will provide leadership, oversight, and guidance to ensure that the Diversity and Inclusion Implementation Plan is implemented in the Service.  <b>START DATE: October 2014</b> <b>DUE DATE: Annually</b>	
<b>5. Director will plan for and conduct discussions regarding implementation of the DIIP with each Directorate member.</b>	Director Deputy Directors	The Director/Deputy Directors will ensure that diversity is on the agenda for Directorate members to have the opportunity to report on the status of implementing the DIIP Plan in their Regions.  <b>START DATE: November 2014</b> <b>DUE DATE: Quarterly Directorate meetings</b>	The Director is informed of the status of implementation of the DIIP Plan and can address any concerns.
<b>6. Director will issue a training memorandum annually.</b>	Director Deputy Directors	The memorandum will emphasize the requirement that all new supervisors must take a minimum of eight hours of training related to managing an inclusive and diverse workforce within six months of obtaining supervisory responsibilities.  <b>START DATE: October 2014</b> <b>DUE DATE: Annually</b>	Supervisors are more effectively prepared to manage an inclusive and diverse workforce.

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<b>Strategic Activity</b>	<b>Responsible Parties</b>	<b>Action Items</b>	<b>Performance Outcomes</b>
<b>7. Conduct organizational climate surveys to collect information from employees about the workforce environment.</b>	Director Deputy Directors	<p>a. Conduct an organizational climate survey to identify cultural sensitivities and employee satisfaction and determine areas that need improvement.</p> <p>b. Encourage employees to participate in the biennial organizational climate surveys to enable the Service to determine areas of strengths in the work place and areas where improvements are needed in order to obtain and maintain an inclusive work environment.</p> <p>c. Director/Deputy Directors will conduct an all employee VTC to discuss the outcome of the organizational climate survey and planned actions.</p> <p><b>START DATE: December 2014</b>  <b>DUE DATE: Biennially</b></p>	The Directorate is able to identify and analyze employees' concerns and issues in order to determine actions necessary for improvement.
<b>8. Recognize Champions of Diversity and Inclusion.</b>	Director Deputy Directors Directorate	<p>The Director will present the Service's Champion of Diversity and Inclusion Award at the end of each fiscal year to a Region or Headquarters Program for their performance in promoting and/or supporting the diversity and inclusion goals of the Service.</p> <p><b>START DATE: October 2014</b>  <b>DUE DATE: Annually</b></p>	The awards recognize the collective efforts of employees in promoting the diversity and inclusion goals of the Service and encourage continued support.