

DEPARTMENT OF THE INTERIOR

Human Capital Operating Plan Fiscal Years 2022 – 2026



Office of the Secretary
Office of Human Capital
Strategic Human Capital Planning and Evaluation Division
October 31, 2023 Revision
(Original, dated July 1, 2022)

Table of Contents

- MESSAGE FROM THE CHIEF HUMAN CAPITAL OFFICER 4**
- OVERVIEW 6**
- HUMAN CAPITAL FRAMEWORK 7**
- STRATEGIC PLANNING AND ALIGNMENT 7**
 - DEPARTMENT STRATEGIC PLAN - STRATEGIC GOAL 4 7
 - EXECUTIVE ORDERS 9
 - SECRETARIAL PRIORITIES.....10
 - DOI HCOP GOVERNANCE 11
- TALENT MANAGEMENT AND PERFORMANCE CULTURE..... 12**
 - DOI HUMAN CAPITAL OPTIMIZATION12
 - Goal 1: Implement DEIA Strategic Plan in coordination with Bureaus and Offices.....14***
 - Goal 2: Support Bipartisan Infrastructure Law and Great American Outdoors Act Talent Acquisition17***
 - Goal 3: Advance Workforce Transformation for Priority Occupations19***
 - Goal 4: Enhance Employee Experience29***
 - Goal 5: Leverage Innovative Technology to Support the HC Lifecycle and Amplify HC Practitioner Capabilities35***
- EVALUATION PROCESS FOR THE HCOP GOALS 39**
 - OHC BUSINESS PROCESS39
 - HCOP AND SECRETARIAL PRIORITY METRIC TRACKING.....40
 - PROCESS FOR ANALYZING RESULTS FOR CONTINUOUS IMPROVEMENT40
- APPENDIX A: EXECUTIVE ORDERS GOVERNED BY DEIA COUNCIL 43**

[This page is intentionally left
blank.]

Message from the Chief Human Capital Officer

As the Deputy Assistant Secretary, Human Capital and Diversity and Chief Human Capital Officer, I am pleased to present the revised fiscal year (FY) 2022 – 2026 Department of the Interior (DOI, the Department) Human Capital Operating Plan (HCOP). DOI is a Cabinet-level agency comprised of ten separate bureaus and offices that govern Federal programs in over 2,400 operating locations around the nation (and the world). With 70,000 employees occupying over 350 distinct occupations and serving in both permanent and seasonal capacities, the Department’s mission is to safeguard and manage our nation’s natural resources. Administering responsible stewardship includes fostering the wisest use of our land and water resources, protecting our fish and wildlife, and preserving the environmental and cultural values of our national parks and historic places. Additionally, DOI has a major responsibility for supporting the American Indian Reservation communities and people who live in the Island Territories under the United States (U.S.) Administration. DOI understands human capital management is the cornerstone of its ability to accomplish its mission. This revision to the HCOP outlines how our human capital programs will support the DOI Strategic Plan and Annual Performance Plan, by adding annual milestones and measures to ensure accountability.

In fiscal year 2021, the Office of Human Capital (OHC) led DOI bureaus and offices on several transformational and unprecedented initiatives. In alignment with Strategic Goal 4 of the DOI Agency Strategic Plan: Serve and Honor the Public Trust, which corresponds to Priority 1 of the President’s Management Agenda: Strengthening and Empowering the Federal Workforce, the Department established its first-ever DEIA Council¹ and DEIA Strategic Plan as a means to support the Administration’s work of prioritizing diversity, equity, inclusion, and accessibility. The Council consists of executive and operational DOI leadership to ensure that equity is embedded in agency decision-making processes. OHC also partnered with DOI’s Office of Wildland Fire, the U.S. Office of Personnel Management, and U.S. Department of Agriculture on a variety of workforce initiatives, including improvement of wildland firefighter pay and the transition of several hundred wildland firefighters from a seasonal to a year-round schedule to better address increasingly lengthy fire seasons.

In the aftermath of unprecedented times with the COVID-19 pandemic and to facilitate re-entry into the workplace, DOI sought feedback from employees about re-entry and the future of work through a Department-wide survey. Based in part on this feedback, DOI established a remote work program to compliment its current telework program and to bolster the Department’s continued endorsement of employee health and well-being. In late September 2023, DOI also began welcoming leaders in the national capital region back to the physical workspace more often, to engage in more meaningful, in-person work. On a more program targeted front, the Department actively engaged with the Bureau of Land Management (BLM) on a law

¹ Secretary Order 3406: *Establishment of a Diversity, Equity, Inclusion and Accessibility Council*, February 17, 2022.

enforcement officer mental health task force to effectively address traumatic exposures of first responders to incidents such as depression and the COVID-19 pandemic.

To strengthen workforce and succession planning, DOI partnered with the Diversity Joint Venture for Careers in Conservation, leveraging the technology capabilities of the My DOI Career (careers.doi.gov) initiative in an effort to increase applicant diversity in cross-sector conservation internships as a strategy to increase diversity in the candidate pipeline for conservation careers. The My DOI Career website is an innovative tool that aims to match individuals' interests and skills (including the general public) to over 350 occupations employed at DOI. For example, one specific occupation that the Administration has focused on are the wildland firefighters. In addition, workforce planning may also require assessing mission critical occupations (MCOs).

As a timely effort, DOI, together with the other 24 Chief Financial Officer Act agencies, participated in the Office of Personnel Management's (OPM) Government-wide Closing Skills Gap (CSG) initiative training sessions. In support of OPM's CSG initiative, DOI will continue to focus on addressing mission critical occupations related to human resources, information technology, and wildland firefighting.

In leveraging innovative technologies, OHC's Accountability Program deployed its first automated virtual audit, compliance, and evaluation system for conducting accountability audits online and remotely in July 2022 and expanded to allow bureaus to leverage the system in late August 2023. OHC's Strategic Talent Management division is partnering with bureaus to recommend strategies and tools for assessing candidates during the hiring process. DOI has led as an innovator among Federal agencies in this area, including a 14,200% increase in the use of assessment tools not relying solely on candidate self-evaluations during the hiring process. And, the My DOI Career initiative has completed research and development efforts to prototype advanced-technology-driven tools to support various elements of the human capital lifecycle and is now focusing on making DOI's employment opportunities more marketable to diverse candidates, particularly youth and entry level job seekers. Our human capital programs are essential, not only to support DOI's mission, but to protect and champion its greatest asset, its workforce.

Sincerely,

Mark Green
Deputy Assistant Secretary, Human Capital and Diversity
Chief Human Capital Officer
Office of the Secretary
Office of Policy, Management and Budget

Date _____

Overview

The fiscal year (FY) 2022 – 2026 Department of the Interior (DOI) Human Capital Operating Plan (HCOP) outlines the human capital programs and provides strategies to optimize the mission and goals of the Department. Each Federal agency is required to reflect the systems within the Human Capital Framework (HCF) and support the Federal government-wide priorities identified in the Federal Workforce Priorities Report (FWPR)². The HCOP is designed to evolve through annual reviews for a life cycle of four years (Figure 1). At the end of each life cycle, the DOI Chief Human Capital Officer (CHCO) and senior leadership team members assess the performance measures to determine progress made with each human capital cross-cutting goal outlined for that FY. Based on accomplishments and measurable evidence of impacts toward outcomes, the CHCO and senior leadership representatives will elect to adjust, terminate or continue the human capital strategies implemented for the upcoming FY to support the DOI Strategic Plan (DSP) and Department Annual Performance Plan (DAPP)³.

In the first year of this HCOP’s implementation, the CHCO along with other Departmental leadership met with the U.S. Office of Personnel Management (OPM) for a Human Capital Review to discuss various priorities contained within the HCOP. This midyear review, along with quarterly monitoring of measures as part of HRStat activities, informed the revisions to this plan. This revision to the FY 2022 – 2026 HCOP supersedes the Department’s original version dated July 2022 and serves as the first in the annual review lifecycle.



Figure 1. HCOP Life Cycle

² In accordance with Title 5 CFR 250, Subpart B, Strategic Human Capital Management.

³ In accordance with Title 5 of the Code of Federal Regulation (CFR) Part 250 and Government Performance Results – Modernization Act 201, Public Law 111-352 (GPRA_MA).

Human Capital Framework

The CHCO utilizes the HCF to highlight how Departmental human capital strategies will support the DSP and DAPP from a strategic, operational, and employee view as shown in Figure 2 below. The HCF is primarily comprised of the following four open systems: 1) Strategic Planning and Alignment, 2) Talent Management, 3) Performance Culture, and 4) Evaluation.



Figure 2. Human Capital Framework

Strategic Planning and Alignment

Department Strategic Plan - Strategic Goal 4

The HCOP has been aligned with the Department Strategic Plan (DSP), Department Annual Performance Plan (DAPP) and the Secretary’s priorities to measure the human capital strategies and objectives that support DOI’s mission and goals.

The DSP conveys the core responsibilities of the Department and includes the following four strategic goals that establishes the framework for programs administered in DOI’s 10 bureaus and multiple offices (Figure 3 below). The HCOP aligns to the DSP Strategic Goal 4 to ensure access to opportunities, services, and resources are equitable and just (DSP Strategic Objective

4.2) and to ensure that the DOI workforce is diverse, safe, engaged, and committed to the DOI mission (DSP Strategic Objective 4.3).



Figure 3. FY 2022 – FY 2026 DOI Strategic Framework

These DSP goals are directly tied to efforts to advance outcomes for diversity, equity, inclusion, and accessibility in the DOI workforce, supported by strategies articulated in the DEIA Strategic Plan.

Though the 2022 Federal Workforce Priorities Report (FWPR) “requires that agencies work on two of the primary priorities and to leverage the enabling priorities to the maximum extent possible” this HCOP, which supports the DEIA Strategic Plan activities that directly aligns with the DSP, addresses six (6) of the eight (8) priorities outlined in FWPR. This strategic alignment is reflected in Table 1.

DEIA Strategic Plan Strategy (Government-wide Priority Area)	DSP Goal 4, Strategic Objective 4.2	DSP Goal 4, Strategic Objective 4.3	Federal Workforce Priorities Supported
Strategy 1.1: Provide tools to increase outreach/awareness and support legitimate, nondiscriminatory candidate	X	X	<ul style="list-style-type: none"> Recruitment, Succession Planning, & Knowledge Transfer (Primary Priority 2)

DEIA Strategic Plan Strategy (Government-wide Priority Area)	DSP Goal 4, Strategic Objective 4.2	DSP Goal 4, Strategic Objective 4.3	Federal Workforce Priorities Supported
review/selection (Government-wide DEIA Priority Area: Partnerships and Recruitment)			<ul style="list-style-type: none"> • Leveraging Technology and Modernizing IT Processes (Primary Priority 1) • Enhancing Customer Experience (Enabling Priority 5)
Strategy 2.1: Expand and/or deploy programs to demonstrate organizational commitment to a culture of inclusivity (Government-wide DEIA Priority Area: DEIA Training and Learning)		X	<ul style="list-style-type: none"> • Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce (Primary Priority 3)
Strategy 2.2: Expand and/or build capacity to provide reasonable accommodation (Government-wide DEIA Priority Area: DEIA Training and Learning)		X	<ul style="list-style-type: none"> • Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce (Primary Priority 3)
Strategy 3.1: Expand and/or deploy programs to promote career mobility and variety (Government-wide DEIA Priority Area: Professional Development and Advancement)		X	<ul style="list-style-type: none"> • Fostering an Agile Organization and the Growth Mindset (Primary Priority 4)
Framework to Promote Safe and Inclusive Workplaces and Address Workplace Harassment		X	<ul style="list-style-type: none"> • Enhancing Employee Experience, Fostering Employee Well-Being, and Building a Diverse and Inclusive Workforce (Primary Priority 3)
Cross-Cutting Strategies 1.2, 2.3, 3.2: Remove barriers to participation, as identified and prioritized.	X	X	<ul style="list-style-type: none"> • Leveraging Data as a Strategic Asset (Enabling Priority 6)

Table 1. Strategic Alignment

Executive Orders

In addition, the Biden Administration has signed numerous Executive Orders (EOs) that are intended to transform the Federal workforce to reflect the diversity of the Nation. In 2021, the Administration issued several EOs related to Diversity, Equity, Inclusion and Accessibility (DEIA), representing both internal and externally facing priorities. At the time of this plan, the Department has identified 14 executive orders under the purview of the DEIA Council which can be referenced in [Appendix A](#).

Along with prioritizing efforts to advance DEIA with the Federal workforce, the President also signed the following laws and EOs designed to improve HR service delivery and employee benefits:

- On August 4, 2020, the President signed the Great American Outdoors Act (Public Law 116-152) to support and fund deferred maintenance projects on Federal lands. Successful execution of these projects requires timely and agile hiring strategies to support the delivery of large-scale time-limited projects.
- On June 26, 2020, EO 13932, *Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates*, requires agencies to modernize their recruitment practices to better identify and secure talent through skills- and competency-based hiring. This EO requires, that as the civilian workforce evolves, the Federal Government must explore alternative tools that will generate more meaningful results when assessing the job-related competencies of candidates during the hiring process.
- On April 26, 2021, the Administration signed EO 14025, *Worker Organizing and Empowerment*, to encourage worker organizing and collective bargaining to, among other things, give workers the means to build the power to ensure that their voices are heard in their workplaces, their communities, and in the Nation.
- On November 15, 2021, the Administration issued EO 14052, *Implementation of the Infrastructure Investment and Jobs Act*, to restore America’s infrastructure and deliver improved services in other areas that are vital to sustain the needs of our Nation, such as access to clean drinking water and high-speed internet, climate and environmental justice issues and underserved communities. The Bipartisan Infrastructure Law (BIL) requires an increase in the salary of Federal wildland firefighters in geographic areas where it is difficult to hire. The BIL also introduces surge hiring needs to support staffing a wide variety of infrastructure projects.

Secretarial Priorities

In FY 22, Secretary Haaland designed her priorities to put a spotlight on the Department’s workforce through implementation of bi-partisan infrastructure hiring through EO 14052; implementation of EO 14035, which called on Agencies to advance *Diversity, Equity, Inclusion and Accessibility in the Federal Workforce (DEIA)*; and on the President’s efforts for wildland fire workforce transformation. These three priorities related to human capital are directly supported by the HCOP goals (Figure 4 below). These priorities are being tracked along with the HCOP metrics for progress and accomplishment.





Figure 4. Secretarial Priorities and HCOP Goals

DOI HCOP Governance

The Department utilizes various governance structures to ensure human capital strategies are understood and adopted. In March 2018, DOI leadership established the Management Improvement Team (MIT), as the governance structure to initiate, discuss, recommend, plan, prioritize and implement the President's and the Secretary's management and administrative agenda and policies. The MIT consists of C-Suite executives such as the Chief Financial Officer, Chief Information Officer, Chief Executive Officer and other Departmental leadership to include the Performance Improvement Officer (PIO). This team discusses internal matters related to DOI reorganization efforts, shared services, talent management, workplace climate, executive development, budget activity, emergency management, physical and logical security, and any new directives from Office of Management and Budget (OMB). The strategies outlined within this HCOP are aligned with the MIT's directive to oversee and ensure that the best decisions are implemented to result in the success of the Department's mission and optimal service to the American public. To determine if strategies are successful in supporting the DSP, the CHCO may bring the HCOP before the MIT to discuss execution and progress made with action items and measures.

From an operational perspective, the CHCO chairs monthly meetings with bureau and office Human Capital Officers and Human Capital Directors to continuously monitor and align HCOP goals with the DSP. To ensure Department-wide collaboration, the CHCO also meets regularly with the Offices of the Solicitor, Chief Information Officer, Budget and Communications, and

provides updates on human capital initiatives at the monthly Deputy Secretary Operational meetings, which are attended by DOI Assistant Secretaries and Bureau Directors. The Field Special Assistant (FSAs) briefings are hosted by the DOI Office of Communications, and is led by the Assistant Secretary for Policy, Management and Budget (PMB). The FSAs are regional managers, who were selected by the Secretary to serve rotational duties and work closely with the Assistant Secretary – PMB to promote Departmental initiatives.

Finally, to ensure principles of DEIA are embedded in all human capital decisions and operations, the DEIA Council oversees the implementation of EO 14035 to advance DEIA in the Federal Workforce. The CHCO serves as the Champion for this EO and serves as the Co-Chair of the DEIA Council in its first year and second year.

Talent Management and Performance Culture

DOI Human Capital Optimization

This HCOP builds on strategies and efforts implemented in prior years, and supports transformational efforts that are responsive to and informed by unprecedented environmental factors, such as the COVID-19 pandemic. The strategies outlined in the previous section will be applied to accomplish specific goals and advance outcomes that are reflective of the current priorities of the Administration and the Secretary.

On November 18, 2021, OMB launched the Biden Administration’s management vision with the release of the President’s Management Agenda (PMA). The PMA prompted Federal agencies to update their strategic plans. As a result, OHC subsequently updated the HCOP goals to align with and support DOI’s mission, agency strategic goals, and DOI’s Secretarial Priorities. This section provides additional descriptions, objectives and measures for each of the five goals:

1. **Implement DEIA Strategic Plan** in coordination with Bureaus and Offices
2. **Support Bipartisan Infrastructure Law and Great American Outdoors Act** Talent Acquisition
3. **Advance Workforce Transformation** for Priority Occupations
4. **Enhance Employee Experience**
5. **Leverage Innovative Technology** to Support the HC Lifecycle and Amplify HC Practitioner Capabilities

The goals for this plan focus efforts in the context of three outcomes:

1. Recruitment (to acquire talent that reflects the diversity of the Nation),
2. Retention (to enhance the employee experience and employee satisfaction), and
3. Readiness (to support workforce transformation efforts).

The HCOP goals will be accomplished by implementing and applying strategies outlined in the DEIA Strategic Plan and, supported by innovative technology, to the priority areas for focus in this plan. HCOP goals, strategies, and outcomes supported are shown in Table 2.

HCOP Goal	HCOP Strategies	Outcomes Supported
<p>1. Implement DEIA Strategic Plan in coordination with Bureaus and Offices (Secretarial Priority)</p>	<ul style="list-style-type: none"> • Establish and support a DEIA Council, comprised of Senior Leaders across the department that are accountable for progress. • Lead enterprise-wide efforts for Partnerships and Recruitment, DEIA Training and Learning, and Professional Development and Advancement, via coordination with working groups and using evidence-based decision-making. 	<ul style="list-style-type: none"> • Recruitment (to acquire talent that reflects the diversity of the Nation) • Retention (to enhance the employee experience and employee satisfaction) • Readiness (to support workforce transformation efforts)
<p>2. Support Bipartisan Infrastructure Law and Great American Outdoors Act Talent Acquisition (Secretarial Priority)</p>	<ul style="list-style-type: none"> • Leverage innovative methods to attract and hire diverse talent for the right roles and fulfill surge hiring needs 	<ul style="list-style-type: none"> • Recruitment (to acquire talent that reflects the diversity of the Nation) • Readiness (to support workforce transformation efforts)
<p>3. Advance Workforce Transformation for Priority Occupations (Secretarial Priority)</p>	<ul style="list-style-type: none"> • Advance Workforce Transformation for Wildland Fire, Law Enforcement, and the OPM Closing Skill Gaps Initiative • Strengthen the Senior Executive Service (SES) Talent Pipeline • Utilize tools leading to consistency and efficiency in human capital practices 	<ul style="list-style-type: none"> • Recruitment (to acquire talent that reflects the diversity of the Nation) • Readiness (to support workforce transformation efforts)
<p>4. Enhance Employee Experience</p>	<ul style="list-style-type: none"> • Promote awareness of Labor Union/Bargaining Unit Representation rights. • Leverage Federal Employee Viewpoint Survey (FEVS) to identify and implement priority initiatives • Utilize entry and exit survey data to identify barriers to retention • Leverage Telework and Remote Work programs to support Future of Work • Promote Safe and Inclusive Workplaces 	<ul style="list-style-type: none"> • Retention (to enhance the employee experience and employee satisfaction)

HCOP Goal	HCOP Strategies	Outcomes Supported
<p>5. Leverage Innovative Technology to Support the HC Lifecycle and Amplify HC Practitioner Capabilities</p>	<ul style="list-style-type: none"> • Deploy tools to support virtual accountability audits and HR assessments. • Deploy artificial-intelligence and machine-learning (AI/ML) tools to support increased and more diverse candidate awareness of job opportunities. • Deploy tools to capture requests for reasonable accommodation 	<ul style="list-style-type: none"> • Recruitment (to acquire talent that reflects the diversity of the Nation) • Retention (to enhance the employee experience) • Readiness (to support workforce transformation efforts)

Table 2. HCOP Goals, Strategies, and Outcomes Supported

Goal 1: Implement DEIA Strategic Plan in coordination with Bureaus and Offices



RATIONALE

In accordance with EO 14035, *Advancing Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce*, the Department is committed to supporting the Administration’s goals and objectives associated with DEIA.

The desired outcome of implementing the DEIA Strategic Plan, required by the EO, is to increase and maintain diversity representation among DOI’s employees, and to ensure all DOI employees have opportunities for growth and advancement in a safe and inclusive workplace environment.

OBJECTIVES

- Collaborate with leadership to establish and support a DEIA Council.
- Implement strategies identified in the Departmental DEIA Strategic Plan.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - All bureaus have DEIA Strategic Plans in place and are taking action.
 - Bureaus initiated barrier analysis on Applicant Selections.

- Bureaus analyzed FEVS 2022 DEIA results and have prepared strategies for improving EEI Results, in alignment with PMA Priority Metrics.
 - The Department developed a centralized repository of Recruitment and Outreach materials, for sharing best practices internally.
 - A cross-agency working group developed a program for outreach, titled the DOI Recruitment and Outreach Career Kick Starter (DOI ROCKS!) program, and prioritized development of tools for resume writing, interviewing coaching, and other useful resources for candidates
 - The Department analyzed diversity trends for applicants to determine drop offs in self-qualification and referrals, to aid in identifying strategies for improving diverse candidate performance.
- FY 2024 Plans:
 - Update DOI's DEIA Strategic Plan to a multi-year document aligned to DEIA Council Goals and Objectives.
 - Identify barriers to diverse selections and develop barrier-removal plans.
 - Analyze FEVS 2023 results for DEIA and EEI, and update strategies for improving results.
 - Issue supplemental guidance to SES for incorporating DEIA into performance plans.
 - Pilot a DEIA Performance Element for GS Supervisors.
 - Enhance the centralized repository of Recruitment and Outreach materials, to provide resources focused on preparing candidates for the application and interviewing process.
 - Provide resources to candidates on the DOI careers website, particularly focused on resources for youth.
 - Monitor trends in applicant diversity between the applied, qualified and referred stages of the application process.
 - FY 2025 Plans:
 - Monitor progress against multi-year strategic plans to advance DEIA for the workforce and adjust strategies as necessary.
 - Implement barrier-removal plans and monitor impacts on outcomes related to selected applicant diversity.
 - Monitor FEVS DEIA Index trends and implement updated engagement strategies to improve over prior years.
 - Support leadership in operationalizing DEIA principles.
 - Begin implementation of DEIA performance elements for GS Supervisors.
 - Enhance the centralized repository of Recruitment and Outreach materials to enable internal sharing of best practices.

- Provide resources to candidates on the DOI careers website.
- Monitor trends in applicant diversity between the applied, qualified and referred stages of the application process.
- FY 2026 Plans:
 - Monitor progress against multi-year strategic plans to advance DEIA for the workforce and adjust strategies as necessary.
 - Monitor implementation of barrier-removal plans and impacts on outcomes related to selected applicant diversity.
 - Monitor FEVS DEIA Index trends and implement engagement strategies to improve over prior years.
 - Support leadership in operationalizing DEIA principles.
 - Expand implementation of DEIA performance elements for GS Supervisors.
 - Continue enhancing the centralized repository of Recruitment and Outreach materials to enable internal sharing of best practices.
 - Provide priority resources to candidates on the DOI careers website.
 - Monitor trends in applicant diversity between the applied, qualified and referred stages of the application process.

MEASURES

Measure Description	FY23 Measure Value	FY24 Target	FY25 Target	FY26 Target
Track number of bureau and office step-down implementation plans.	11 of 11	--	--	--
Track Departmental and bureau milestones and achievements.	64%*	70%*	75%*	80%*
Track outcome measures for workforce diversity. (<i>monitored via Agency Performance Plan</i>)	26.5%	27%	29%	31%

*Accomplishments calculated as a percent of the total DEIA Strategic Plan, noting that a number of planned actions required funding or resources that did not materialize; targets assume continued resource limitations.

Goal 2: Support Bipartisan Infrastructure Law and Great American Outdoors Act Talent Acquisition



RATIONALE

Hiring and retaining talent is an ongoing challenge, especially in highly technical fields and those related to first responders, such as Federal wildland firefighters. To address this critical need, the Biden Administration first signed into law the Great American Outdoors Act and subsequently issued EO 14052, *Implementation of the Infrastructure Investment and Jobs Act*, to “help rebuild America’s roads, bridges, and rails; expand access to clean drinking water; work to ensure access to high-speed Internet throughout the Nation; tackle the climate crisis; advance environmental justice; and invest in communities that have too often been left behind.” The Bipartisan Infrastructure Law (BIL) associated with EO 14052 required an increase in the base salary of Federal wildland firefighters within a specified geographic area where it is difficult to recruit or retain. The Great American Outdoors Act (GAOA) supports and funds deferred maintenance projects on Federal lands, which will require timely and agile hiring strategies to support the delivery of large-scale and time-limited projects.

Through the Department’s support of the BIL and GAOA, we can share human resources to address current skills and pay gaps experienced by the bureaus. Desired outcomes of this goal include creating and attracting the required technical talent pool and collecting data around hiring and HR processes to reduce time to hire for fulfilling BIL key resources and implementing HR process improvements.

OBJECTIVES

- Assess/coordinate projected infrastructure hiring in conjunction with required project spending and workforce plans.
- Deploy OHC project team to assess hiring strategies, policy, and technical guidance on developing priorities for operational stakeholders across DOI.
- Engage with OPM on Government-wide recruitment effort for HR support / BIL hiring and reporting.
- Develop digital media marketing strategy, using My DOI Career (careers.doi.gov) and LinkedIn/Twitter, to highlight Infrastructure hiring opportunities for marketing to more diverse candidate pools.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - The Department's careers website hosts information on mission critical occupations (MCOs) and commonly filled occupations (CFOs), and "featured occupations" are listed on the homepage to align with recruiting efforts.
 - Launched DOI's Human Capital app with a primary audience of prospective applicants attending virtual recruitment, career, or hiring events.

- FY 2024 Plans:
 - Participate at the Department level in both virtual and in-person recruitment, career, or hiring events.
 - Develop scalable strategic plans for implementing recruitment or hiring events and for marketing vacancies in mission critical occupations.

- FY 2025 Plans:
 - Participate at the Department level in both virtual and in-person recruitment, career, or hiring events.
 - Update and/or implement scalable strategic plans for implementing recruitment or hiring events and for marketing vacancies in mission critical occupations.

- FY 2026 Plans:
 - Participate at the Department level in both virtual and in-person recruitment, career, or hiring events.
 - Update and/or implement scalable strategic plans for implementing recruitment or hiring events and for marketing vacancies in mission critical occupations.

MEASURES

Measure Description	FY23 Measure Value*	FY24 Target	FY25 Target	FY26 Target
Provide infrastructure job opportunities to support BIL	473	137	TBD	TBD
Reduce time to hire for BIL job opportunities.	100 days	81 days	TBD	TBD
Percent of anticipated BIL positions filled.	101%	100%	TBD	TBD

*Values are current as of August 2023, and will be updated with full FY23 values in Q1 FY24.

Goal 3: Advance Workforce Transformation for Priority Occupations

RATIONALE

An organization's most valuable asset is its human resources. Employees who are properly trained and developed will adapt to new changes quickly and become more productive, engaged, and effective. To achieve the outcome of Goal 3, DOI will leverage economies of scale to offer developmental opportunities across multiple bureaus while employees gain and strengthen common competencies within a variety of occupations. This will assist DOI in closing the gaps within and across job series and allow DOI employees to examine their desired career path throughout the Department. These actions will aid in retaining and maintaining a high performing, fully engaged workforce.

To build a strong workforce, DOI continues to address workforce planning by focusing on the following program initiatives under this HCOP goal:

- A. Partner on Wildland Fire Workforce Transformation
- B. Support Law Enforcement Task Force
- C. Advance OPM Closing Skills Gap Initiative
- D. Strengthen Senior Executive Service (SES) Talent Pipeline

A. Partner on Wildland Fire Workforce Transformation



The DOI Wildland Fire Workforce Transformation initiative is a collaborative effort with the Office of Human Capital and the Office of Wildland Fire to strengthen the Wildland Fire Management workforce to meet increasing wildfire response workload, complexity, and seasonal duration to ensure efforts in conserving, protecting, and restoring natural and cultural resources. To support this goal, we will continue to partner with the Office of Wildland Fire to develop and maintain visualizations that support workforce planning and will continue to provide technical solutions to support the conversion of wildland fire employees to the new occupational series.

OBJECTIVES

- Provide consistent and effective tracking of Wildland Fire Workforce positions and vacancies.

- Support development of new wildland firefighting occupational series to ensure the necessary duties to manage and protect natural resources are being met.
- Administer wildland fire pay reforms to ensure firefighters make \$15 per hour.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - The Department has developed visualizations to allow for tracking of Wildland Fire onboard strength by pay period.
 - The Department developed interpretive guidance and standard position descriptions for operations, fire management officers, planning, prevention, and fuels management positions within the new GS-0456 wildland fire management series.
 - Continued to administer BIL supplemental pay increases for wildland firefighters.
 - Reviewed and provided input on potential pay system updates for reforming wildland firefighter pay long-term.
 - Conducted an enterprise-wide job analysis for fire dispatching to inform series determination decisions.
 - Contracted with a consultant to begin a detailed analysis and develop recommendations for improving recruitment efforts for wildland fire positions.
 - Began hiring to the new GS-0456 series.
- FY 2024 Plans:
 - Complete standard position description development efforts for the GS-0456 series
 - Complete the elect-in process allowing fire employees to determine whether to be reclassified into the GS-0456 series.
 - Issue guidance updating mandatory qualification requirements for secondary-covered fire positions.
 - Revamp online recruitment strategy for wildland fire positions and conduct in-person recruitment or hiring events.
 - Develop new pages on My DOI Career highlighting a wide variety of types of firefighting positions within the new GS-0456 series.
- FY 2025 Plans:
 - Implement online recruitment strategy for wildland fire positions and conduct in-person recruitment or hiring events.
 - Monitor site visits to new pages on My DOI Career highlighting a wide variety of types of firefighting positions within the new GS-0456 series.
 - Monitor use of the GS-0456 series to identify pain points in classification or structure of organizations.

- FY 2026 Plans:
 - Implement online recruitment strategy for wildland fire positions and conduct in-person recruitment or hiring events.
 - Monitor site visits to new pages on My DOI Career highlighting a wide variety of types of firefighting positions within the new GS-0456 series.
 - Monitor use of the GS-0456 series to identify pain points in classification or structure of organizations.

MEASURES

Measure Description	FY23 Measure Value*	FY24 Target	FY25 Target	FY26 Target
Types of wildland fire appointments utilized (proportion of temporary to all wildland fire employees/proportion of permanent to all wildland fire employees)	29% temp / 71% perm	26% temp / 74% perm	23% temp / 77% perm	20% temp / 80% perm
Voluntary turnover and quit rates of wildland firefighting workforce	28%	Decrease from baseline by 1%	Decrease from baseline by 2%	Decrease from baseline by 3%
Number of wildland fire employees in GS-0456 series (progress towards implementation/use of new series)	TBD	65%	80%	95%

*Values are current as of August 2023, and will be updated with full FY23 values in Q1 FY24. Items shown as “TBD” will be updated following completion of FY23 analysis.

B. Support Law Enforcement Task Force



DOI is committed to prioritizing our valued employees and ensuring that the environment at every DOI workplace is safe, respectful, and engaging. An area of particular concern that DOI has focused on is learning and improving on Law Enforcement (LE) mental health and wellness. DOI plans to collaborate efforts to modify the existing DOI Employee Assistance Program contract performance work statement to more specifically address first responder needs to include: Expansion of services for Traumatic Exposures/Experiences, depression, thoughts of suicide (or attempts), pandemic anxiety; and First Responder/Police/Firefighter. In addition, DOI will look to require availability of contract mental health providers who demonstrate current counseling working with first responders/law enforcement and traumatic workplace exposures.

The intended outcome of this initiative is: 1) to ensure every law enforcement officer (LEO) is physically and mentally able to perform their duties to the best of their abilities, 2) to hear and respond to employee needs, and 3) to provide the resources for mental health and wellness for the LE workforce. This will result in a committed, highly engaged LEO workforce at all DOI locations.

To address LE mental health and wellness, the Bureau of Land Management (BLM) created a Peer Support Program. This program is a comprehensive program that promotes pre-event stress and crisis management education, planning and policy development, as well as training and preparation for the management of traumatic stress through resilience. The program also contains a set of crisis intervention tactics which have proven to be helpful when applied under the right circumstances and for the right individuals or groups after experiencing a critical incident.

OBJECTIVES

- Provide consistent and effective on-scene management of critical incidents.
- Delineate the process for maintaining the physical and psychological welfare of the Department's LEOs involved in critical incidents.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - The Department advised the Office of Law Enforcement and Security on potential request for female-only JOAs as a Bona Fide Occupational Qualification (BFOQ).
 - The Department supported the first responder mental health campaign.
- FY 2024 Plans:
 - Consider options for expanding employee assistance program offerings to cover traumatic exposures/experiences, depression, thoughts of suicide (or attempts), pandemic anxiety; and First Responder/Police/Firefighter.
- FY 2025 Plans:
 - Support recruitment and hiring strategies for the Office of Law Enforcement and Security.
 - Support implementation of option selected for expanding employee assistance program offerings in support of Law Enforcement and Security.
- FY 2026 Plans:
 - Monitor impacts of recruitment and hiring strategies for the Office of Law Enforcement and Security.
 - Monitor implementation and use of option selected for expanding employee assistance program offerings in support of Law Enforcement and Security.

MEASURES

Measure Description	FY23 Measure Value*	FY24 Target	FY25 Target	FY26 Target
Number of tracked traumatic exposures using the Safety Management Incident System and/or the designated Risk Management System as tracking tools.	TBD	TBD	TBD	TBD
Number of LEO participation in the Critical Incident Stress Management program.	TBD	+1% of relevant workforce participating over prior year	+1% of relevant workforce participating over prior year	+1% of relevant workforce participating over prior year
Number of app downloads and/or guide “hits” for the Office of Occupational	TBD	Increase over	Maintain prior year visitation %	Maintain prior year visitation %

Measure Description	FY23 Measure Value*	FY24 Target	FY25 Target	FY26 Target
Safety and Health’s (OSH) QuickSeries Safety and Health App		baseline by 10%		
Number of website visits to the electronic guide that is available via the following SharePoint link: Mental Health and Wellness Guide for DOI Law Enforcement	TBD	Increase over baseline by 10%	Maintain prior year visitation %	Maintain prior year visitation %

*Values pending analysis of FY23 data. Items shown as “TBD” will be updated following completion of FY23 analysis.

C. Advance OPM Closing Skills Gap Initiative

According to the multi-factor model applied by OPM, DOI has 20 high risk mission critical occupations (MCOs) that need to be addressed in the Closing Skills Gap (CSG) initiative.

Closing skill gaps require agencies to make progress towards the following:

- Eliminating any knowledge, skill, and competency gaps,
- Use of an OPM designated method to identify skill gaps,
- Addressing skill gaps within Government-wide and agency high risk MCOs,
- Describing the skills and Human Capital information required to achieve agency goals, and objectives within agency strategic plans, and
- Including explicit descriptions of agency skill and competency gaps that must be closed.

To address DOI’s competency skill gaps, OHC will continue to develop standardized position descriptions and support competency modeling efforts. In addition, OHC provided questionnaires to subject matter experts identified by four bureaus and two offices on the following five MCO series: 0201, 2210, 0462, 1350, and 0881, which were identified by OPM as high risk MCOs. Since CSG efforts require time commitment and resources that are already limited, DOI will focus on the following three MCOs for this HCOP: Human Resources Specialist, Information Technology Management (including Cyber Security), Wildland Fire.

The outcome of Goal 3: *Achieve Workforce Transformation Initiatives* includes leveraging economies of scale to offer developmental opportunities across multiple bureaus while employees gain and strengthen common competencies within a variety of occupations. This will assist DOI in closing the gaps within and across job series and allow DOI employees to examine their desired career path throughout the Department. These actions will aid in retaining and maintaining a high performing, fully engaged workforce. As outlined in the DOI DEIA Strategic Plan, the Department will continue to promote and grow the use of DOI Career Connection

(based on OPM's Open Opportunities platform) for rotational and competency development opportunities.

OBJECTIVES

- Identify agency specific and government-wide MCOs that are at the greatest risk.
- Select two or three agency-specific high risk MCOs to address with subject matter experts identified by bureaus and offices.
- Implement strategies for addressing high MCOs to close the related skills gaps.
- Develop quantifiable data to determine if goals are being achieved.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - The Department identified the 0201 occupational series as the MCO of greatest risk to mission accomplishment, due to the influx of BIL/IRA/GAOA funding and initiated a deep-dive into the Human Resource Practitioner's needs for learning, development, and tools to aid in operational efficiencies and improve retention.
 - The Department analyzed data on attrition, workforce posture, and employee sentiment, for the HR practitioners.
 - The Department issued a series of videos providing tutorials on hiring authorities, to aid in recruitment efforts for MCOs, such as for the 2210 Information Technology Management (including Cybersecurity) series.
- FY 2024 Plans:
 - Implement recommendations from FY23 0201 occupational series study.
 - Continually analyze impact of implemented recommendations.
- FY 2025 Plans:
 - Implement recommendations from FY23 0201 occupational series study.
 - Continually analyze impact of implemented recommendations.
- FY 2026 Plans:
 - Implement recommendations from FY23 0201 occupational series study.
 - Continually analyze impact of implemented recommendations.

MEASURES

Measure Description	FY23 Measure Value	FY24 Target	FY25 Target	FY26 Target
Percent of hiring target met for Human Resources Specialist	138%	100%	100%	100%
Hires for Information Technology Management (including Cyber Security) for which Direct Hire Authority was used	TBD*	15%	15%	15%
Hires for Wildland Fire for which Direct Hire Authority was used	TBD*	67%	67%	67%
Retention rate in the three high risk MCOs above.	TBD*	+1% over prior year	+2% over prior year	+3% over prior year

*Items shown as “TBD” will be updated following completion of FY23 analysis.

1. Human Resources Specialist Series

Competency feedback on the Human Capital (HC) Specialist series include Classification and Recruitment and Placement categories, adding reading comprehension as a competency for all grade levels, and time management/workload prioritization for grades GS-11 and above. These competencies would be beneficial as the skills are not easily translatable at higher grade levels. Other suggested competencies that could potentially close skills gaps for the HC Specialist series include the following:

- Organizational
- Position Management
- Instructional System Design
- Virtual Instruction/Event Producing
- Individual Development Coaching
- Flexibility
- Human Capital Management
- Knowledge Management
- Manages and Organizes Information
- Organizational Performance Analysis
- Reading Comprehension
- Technical Credibility
- Planning and Evaluating
- Education and Training
- Process Improvement
- Teaches Others
- Program Management
- Strategic Thinking
- Client Engagement/Change Management
- People Analytics
- Continual Learning (Cross Training)

Since the issuance of E.O. 13932: *Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates*, feedback across the Department highlights critical skills gaps in the Staffing community. Staffing Specialists are expected to consult hiring managers on various assessment tools to supplement technical occupational questionnaires with the goal to holistically

assess candidates and bring top talent into the workforce. Additional technical training on assessment of candidates and consultation with managers will be needed in order to effectively implement this updated process. To support CSG for the 0201 occupational series, the Office of Human Capital has taken a layered approach: conducting focus groups across the country with human resource specialists at all grade levels; implementing enhancements to communication about human resources policies and initiatives; and, conducting regular town halls on topics of interest to provide education on available hiring strategies and tools, as well as to raise awareness and providing implementing guidance for new or revised policies. As well, the Department is reviewing the PMA HR Career Pathing pilot guide for the Entry and Intermediate levels of the HR Career Map Framework.

2. Information Technology Management (including Cyber Security) Series

For the Information Technology (IT) Management series, two interrelated competencies that are critical to agency mission success now and in the near future are Cloud Technology and Risk Management. Both critical gaps exist due to the same factor – lack of experience. Cloud Technology and Risk Management both require extensive training and the specialized experience to understand context and to apply what is learned.

The experience deficiencies in Cloud Technology and Risk Management are not specific to a lack of experience in these IT disciplines. Organizational knowledge is critical, and increasingly ignored, in the effective application of training. Federal and private sector organizational knowledge do not correlate one-to-one. Therefore, experienced IT practitioners in the private sector are seldom effective at applying skills in a federal environment without first gaining years of experience.

In March 2021, the Office of the Chief Information Officer (OCIO) conducted an IT workforce competency needs assessment, which highlighted that specialized competency models must be developed. The results of the assessment required the OCIO to identify and prioritize training and development needs and determine recruitment strategies for these specialized occupations.

3. Wildland Fire Series

Competency feedback for the Wildland Fire series included the removal of the entire section 'Medical Requirements for Smokejumpers' as it is not needed. This standard is old and reflects outdated requirements, especially in the weight and height specifications. Each agency follows OPM approved medical standards for all wildland firefighters, including smokejumpers. Additionally, from a qualifications perspective, it is preferable if there is an opportunity to modify the group standard for GS-4s or provide a path to waive the current split of 6 months specialist and 6 months general to allow agencies the ability to use GS-4 as an entry level grade.

D. Strengthen Senior Executive Service (SES) Talent Pipeline

The Senior Executive Service (SES) was established by Title IV of the Civil Service Reform Act (CSRA) of 1978 to create a corps of seasoned leaders with broad and diverse experiences who can lead a variety of organizations. Members of the SES serve the vital role of ensuring that the executive management of the Department is both responsive to the needs, policies, and goals of the nation and is of the highest quality.

Like other federal agencies, DOI faces a looming challenge of strengthening succession planning efforts for SES positions. With nearly 70% of SES Members eligible for retirement within the next five years, DOI is dedicated to creating a diverse, highly skilled, and knowledgeable workforce who is passionate about the mission and dedicated to public service. Recognizing the critical nature of SES Succession Planning, DOI has established a formal SES Candidate Development Program (SESCDP) as a way to train, develop and grow a pool of leadership ready candidates for selection to senior executive position. SESCO DP candidates may be placed in any SES position for which they qualify immediately upon OPM certification of their executive qualifications. The Department will maintain a list of certified candidates who are available for SES appointments and will periodically share the list with Assistant Secretaries, and Bureau and Office Directors for consideration for Senior Executive positions in accordance with ongoing succession planning.

OBJECTIVES

- Establish and offer SESCO DP opportunities for rising leaders within the Department.
- Utilize SESCO DP to create a diverse, skilled, and knowledgeable next generation of DOI leadership.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - The Department recruited a new cohort for the SES CDP.
- FY 2024 Plans:
 - Develop education program to provide information and assistance to those individuals interested in becoming an SES - developing resumes and ECQs, closing skill gaps, developing IDPs, etc.
- FY 2025 Plans:
 - Develop a library of internal/external training opportunities to build executive competencies (collaboration with the Office of Employee Development (OED)).

- FY 2026 Plans:
 - Recruit and support a new cohort for the SESCO.

MEASURES

Measure Description	FY23 Measure Value	FY24 Target	FY25 Target	FY26 Target
Number of SESCO Graduates who receive OPM certification for non-competitive placement in the SES.	TBD*	91%	92%	93%
Support provided through timeline correspondence to SESCO Graduates to promote placement in SES positions.	100%	100%	100%	100%

*Values pending analysis of FY23 data. Items shown as “TBD” will be updated following completion of FY23 analysis.

Goal 4: Enhance Employee Experience

RATIONALE

DOI is committed to prioritizing our valued employees and ensuring that the environment at every DOI workplace is safe, respectful, and engaging. Despite working through the unprecedented two-year COVID-19 pandemic, the results of the FY 2021 FEVS indicated that the DOI workforce has demonstrated it is passionate about the mission work they do and hold themselves and DOI to high standards when it comes to achieving the mission.

Due to the pandemic, leadership learned more about the core values of employees, and what it means to them to integrate those principles into the work we do to improve our culture. As a result, the Department updated the agency’s telework policy, Personnel Bulletin (PB) 21-07: *Telework Program*, to expand the opportunity to request core telework schedules to employees working in supervisory and managerial roles and established DOI’s remote work arrangement program in PB 20-06: *Departmental Remote Work Policy*.

To further enhance employee satisfaction and the employee experience, the Department continues to recognize, promote, and support employee’s awareness of rights related to collective bargaining and union representation. Productive and cooperative labor management relationships benefit both the employee and the Department. As such, the OHC will continue to promote employee awareness and will continue to explore options for increasing awareness during the job application process and in employee onboarding.

Additionally, ongoing efforts to ensure safe and inclusive workplaces are continuing to net positive outcomes with respect to claims associated with harassing conduct. Bolstered by efforts to advance DEIA for DOI employees, OHC will continue to promote safe and inclusive workplaces by issuing policy related to religious accommodation and sexual orientation and gender identity (SOGI).

The intended outcome of employee experience efforts is to ensure that employees fully contribute to achieving DOI's missions, fostered by an inclusive and safe workplace culture. This will result in a committed, highly engaged workforce at all DOI locations.

To enhance the employee experience, DOI continues to address and focus on the following five program initiatives under this HCOP goal:

- A. Promote awareness of Labor Union/Bargaining Unit Representation Rights.
- B. Leverage Federal Employee Viewpoint Survey (FEVS) to identify and implement priority initiatives.
- C. Utilize data from Entry and Exit Surveys to identify barriers to retention.
- D. Leverage Telework/Remote Work programs to support Future of Work.
- E. Promote Safe and Inclusive Workplaces.

OBJECTIVES

- Promote employee awareness of bargaining unit rights and representation.
- Encourage employee contributions and participation in FEVS.
- Support Future of Work with Telework and Remote Work Program enhancements.
- Promote safe and inclusive workplaces, by creating a work environment free from discrimination and harassment.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - The Department issued a Union Rights Notice to the Labor Relations Community of Practice in January and June for distribution to local unions.
 - Bureaus analyzed FEVS 2022 DEIA results and have prepared strategies for improving EEI Results, in alignment with PMA Priority Metrics.
 - The Department acquired a new survey instrument and began to redesign the Entry and Exit surveys.
 - The Department reviewed organizational health and performance data and increased meaningful in-person presence for leaders and supervisors, while working with Bureaus to stabilize the level of remote work to ensure a healthy balance of in-person, telework, and remote work teams to carry out the missions of the organization.

- The Department issued a new eLearning course titled "Responding to Discrimination and Harassing Conduct", which is mandatory for all current DOI employees, supervisors and managers and all new employees as they onboard. This course is a collaborative effort between the Office of Diversity, Inclusion and Civil Rights, the Office of Employee Development, and the Office of Human Capital and provides a high-level overview of the EEO and Personnel Bulletin (PB) 18-01 processes.
- The Department furthered efforts to crease safe and inclusive workplaces, through the publication of a policy supporting gender transitioning in the workplace and by hosting the first-ever Transgender Day of Visibility.
- FY 2024 Plans:
 - Issue Union Right Notice to the Labor Relations Community of Practice 2x per Fiscal Year for distribution to local unions.
 - Bureaus analyze FEVS 2023 DEIA and EEI results and revise strategies as needed for improving results, in alignment with PMA Priority Metrics.
 - Implement updated entry and exit surveys within a new survey platform.
 - Increase the overall number of responses on the entry and exit survey.
 - Monitor organizational health and performance data and increased meaningful in-person presence.
 - Draft new religious accommodation policy and develop a case type in the I-MART system to track religious accommodation requests.
- FY 2025 Plans:
 - Issue Union Right Notice to the Labor Relations Community of Practice 2x per Fiscal Year for distribution to local unions.
 - Bureaus analyze FEVS 2024 DEIA and EEI results and revise strategies as needed for improving results, in alignment with PMA Priority Metrics.
 - Monitor entry and exit surveys to identify strategies to increase employee engagement and retention.
 - Monitor usage of entry and exit surveys to develop strategies to increase participation.
 - Monitor organizational health and performance data and increased meaningful in-person presence.
 - Issue new religious accommodation policy and implement a case type in the I-MART system to track religious accommodation requests.
- FY 2026 Plans:
 - Issue Union Right Notice to the Labor Relations Community of Practice 2x per Fiscal Year for distribution to local unions.

- Bureaus analyze FEVS 2025 DEIA and EEI results and revise strategies as needed for improving results, in alignment with PMA Priority Metrics.
- Monitor entry and exit surveys to implement strategies to increase employee engagement and retention.
- Monitor usage of entry and exit surveys to implement strategies to increase participation.
- Monitor organizational health and performance data and increased meaningful in-person presence.
- Monitor implementation of new religious accommodation policy and compliance with policy via analysis of requests tracked in I-MART

MEASURES

Measure Description	FY23 Measure Value*	FY24 Target	FY25 Target	FY26 Target
Actions completed related to raising awareness of employee rights	100%	100%	100%	100%
Percentage of workforce represented by a labor union	25%*	+/- 5% from prior year	+/- 5% from prior year	+/- 5% from prior year
Improve Employee Engagement Index FEVS results	72%	74%	75%	76%
Improve ranking in the BPTW report	TBD*	Maintain prior year	Maintain prior year	Maintain prior year
Improve utilization of Department Entry and Exit Surveys	2699 Entry / 1999 Exit	2200+ surveys completed for each	2400+ surveys completed for each	2500+ surveys completed for each
Improve FEVS ASI scores regarding harassing conduct	TBD*	Maintain prior year	+1% over prior year	+2% over prior year
Measure completion rates of ASIs	TBD*	Maintain prior year	+1% over prior year	+2% over prior year

*Values are current as of August 2023, and will be updated with full FY23 values in Q1 FY24. Items shown as “TBD” will be updated following completion of FY23 analysis.

A. Promote Employee Awareness of Labor Union/Bargaining Unit Representation



The Biden administration established a Task Force to rebuild and increase labor and bargaining unit representation under E.O. 14025: *Worker Organizing and Empowerment*. The purpose of the Task Force, among other things, is to position the federal government as a model employer. The federal government will promote broader labor-management engagement to help make the government more effective.

B. Leverage Federal Employee Viewpoint Survey to identify and implement priority initiatives

The Department believes its workforce is its greatest asset. Conversely, the Federal Employee Viewpoint Survey (FEVS), employee engagement (EE) and Best Places to Work (BPTW) scores have consistently reflected that the DOI workforce believes strongly in the mission of the Department. As DOI completed re-entry in the workplace by the end of April 2022, known and unknown challenges may affect the engagement and performance of the workforce.

The Department established two key performance indicators as gauges that will inform leadership on workforce perception of job satisfaction, DOI environment, and culture as well as leadership decisions.

The FEVS, and now the agency specific items (ASIs) are great instruments to inform leadership of areas that concern the workforce and may impede their performance. One area that has been identified as an ASI is harassment and hostility in the workplace. The Department's leadership believe these activities are counter-productive to the well-being of the DOI workforce and has committed to a culture free from such behavior. The DOI leadership is working to ensure agency employees, contractors and volunteers work in an environment in which they are treated with dignity and respect, both personally and professionally.

The FY 2021 FEVS responses reflect the resilience of our employees during an unprecedented time. Based on the survey results, our workforce demonstrated that, despite the uncertainties and hardships encountered throughout COVID-19, we remain committed to accomplishing critical work to ensure that public services continued to be delivered to the American people. Between 2021 and 2022, many of the DOI FEVS results remained flat or experience small declines in positive response rates. However, in 2023, the Department increased FEVS response rates by 17

percent over the 2022 response rates, and early analysis shows that positive response rates went up for all of the major indices (e.g., in Employee Engagement Index, Performance Confidence Index, Global Satisfaction Index, and the Diversity, Equity, Inclusion, and Accessibility Index). The OHC along with Department's EE community of practice and DEIA Council will implementing strategies to continue to improve EE and the workplace.

C. Utilize data from Entry and Exit Surveys to identify barriers to retention

In FY 2020 the Department of the Interior Office of Human Capital established an employee experience research program including Department-wide entry and exit surveys. These surveys gain employees' insights as they are recruited, hired, and onboarded and as they depart the organization. These surveys provide important insights to employees' experiences and perceptions of the Department throughout their tenure and help to identify barriers and best practices in recruitment and retention of employees.

The use of the entry and exit surveys was made mandatory across the Department beginning October 1, 2020, and they provide the Department with consistent data on the efficacy of human capital practices across all bureaus and offices. The Department is enhancing this program by updating the survey platform to ensure more detailed information can be obtained (including bureau-specific items and organization-mapping) and increasing awareness and participation in the surveys by employees through communications and automation in survey administration, and review and revision of survey items to ensure relevant information is being obtained.

D. Leverage Telework /Remote Work programs to support Future of Work

In order to provide maximum flexibility in the post-pandemic work environment, the Department updated its Telework Program Policy (PB 21-07) and established for the first time ever, a Departmental Remote Work Policy (PB 20-06) in August 2021. While telework and remote work both are discretionary and are not employee entitlements, these policies expand opportunities for employees to coordinate with their supervisors and explore work arrangements that meet mission requirements while addressing real-world needs such as childcare, elder care, transportation needs and work-life balance. In response to M-23-15, *Measuring, Monitoring, and Improving Organizational Health and Organizational Performance in the Context of Evolving Agency Work Environments*, the Department is engaging leaders in more meaningful in-person engagement, while monitoring the overall workforce posture and its effects on organizational health and mission performance.

E. Safe and Inclusive Workplaces

The Department has implemented an Anti-Harassment Program guided by the anti-harassment policy Personnel Bulletin 18-01, entitled "Prevention and Elimination of Harassing Conduct." The policy updates and amends the Department's policy on providing a work environment free from harassing conduct and unlawful harassment by: (1) defining unacceptable conduct that violates this policy; (2) outlining the rights and responsibilities of employees, supervisors, and

managers; and (3) establishing reporting procedures and accountability measures. These procedures ensure that appropriate officials are notified of, and can promptly stop, harassing conduct that is or has the potential to become so severe or pervasive as to constitute a legal claim of harassment. Harassing conduct prohibited by Personnel Bulletin 18-01 includes, but is broader than, the legal definition of unlawful harassment. In addition, as outlined in the DOI DEIA Strategic Plan, the Department has updated its policy supporting gender transition in the workplace. This new policy will be implemented to further promote safe and inclusive workplaces.

Goal 5: Leverage Innovative Technology to Support the HC Lifecycle and Amplify HC Practitioner Capabilities



RATIONALE

The 2022 Federal Workforce Priorities Report (FWPR) states that *“For an agile workforce to grow and succeed, communication and collaboration should be enabled by technology, fostered by leadership, and championed by the workforce...Adopting a high-impact operating model would allow agencies to adapt and anticipate a dynamic environment while still achieving maximum success with minimal disruption...With the workplace becoming increasingly virtual, agencies should identify ways to leverage virtual tools and resources to support the development of their employees.”*

The HCOP goal to leverage innovative technology prioritizes efforts that can augment resource capacity to carry out critical functions of human capital management, and that create new or enhanced capability for existing resources to advance toward desired outcomes more effectively and efficiently. This goal aligns to the FWPR primary priority 4: Fostering an Agile Organization and the Growth Mindset by leveraging technology to augment and enhance auditing, and to primary priority 2: Recruitment, Succession Planning, & Knowledge Transfer by leveraging AI/ML prototypes to enhance succession planning activities to retain and transfer institutional knowledge as workforce reshaping efforts are undertaken.

OBJECTIVES

- Deploy the VACE portal in FY 2022 to improve the way accountability audits are conducted, increase the number of audits conducted per FY, and obtain cost savings by avoiding the need for onsite audits and reviews.
- Hire top quality and diverse job candidates to fill agency vacancies.
- Deploy technological tools to support increased and more diverse candidate awareness of job opportunities.

ANNUAL MILESTONES

- FY 2023 Accomplishments:
 - The Department deployed the new Virtual Accountability, Compliance and Evaluation (VACE) system to support capture and analysis of audit activities.
 - The Department prototyped a tool to leverage big data and machine learning for identification of academic institutions with reach to potential candidates for jobs based on career field, career level. The tool was reviewed by select employees involved in recruitment and outreach.
 - The Department launched a new tool to capture and process requests for reasonable accommodation department-wide. This tool, available to the ER/LR community, allows for monitoring compliance with the Departments policy for reasonable accommodation. Additional resources, such as websites, forms, etc., were also made available to employees and supervisors.
- FY 2024 Plans:
 - Support bureau adoption of the Virtual Accountability, Compliance and Evaluation (VACE) system to support capture and analysis of audit activities.
 - Begin populating VACE with prior year audit reports, to enable a department-wide strategic view of findings.
 - Develop new resources to support youth identification of intern and early career employment opportunities and make available on My DOI Career.
 - Enhance the reasonable accommodation case type to support greater policy compliance analysis.
- FY 2025 Plans:
 - Ensure 100% usage of Virtual Accountability, Compliance and Evaluation (VACE) system for all Department-led and Bureau-led audit activities.
 - Complete population of VACE with prior year audit reports, to enable a department-wide strategic view of findings.
 - Provide new resources to support candidate awareness of and preparation for the Federal employment process, leveraging resources from the DOI ROCKS! Program, to make available on My DOI Career.

- Monitor compliance for the reasonable accommodation policy via a visualization to promote awareness of and transparency with adhering to timelines.
- FY 2026 Plans:
 - Maintain Virtual Accountability, Compliance and Evaluation (VACE) system for all Department-led and Bureau-led audit activities.
 - Leverage the comprehensive data set on audit findings to inform proposed policy changes, supplemental guidance document development, or other resources to support bureaus in improved compliance.
 - Monitor use of resources to support candidate awareness of and preparation for the Federal employment process on My DOI Career.
 - Monitor compliance for the reasonable accommodation policy.

MEASURES

Measure Description	FY23 Measure Value	FY24 Target	FY25 Target	FY26 Target
Number of total audits conducted per FY.	6	6	8	8
Number of audits conducted onsite per FY.	0	0	0	0
Number of highly skilled and diverse job candidates hired. <i>(monitored via Agency Performance Plan)</i>	TBD*	33% of total hires	33% of total hires	35% of total hires

*Values pending analysis of FY23 data. Items shown as “TBD” will be updated following completion of FY23 analysis.

A. Deploy tools to support virtual accountability audits and HR assessments

The DOI Office of Human Capital (OHC) developed and deployed the virtual accountability, compliance, and evaluation (VACE) system in an effort to enhance audit activities, transparency into audit findings, and to enhance strategic interventions for common audit findings. In FY 2019, OHC solicited contactor support to assess the Agency’s enterprise-level HR programs. The results of this assessment yielded the following two key strategic HR priorities: 1) Enhanced Employee Experience and 2) Enhanced Accountability and Performance. An FY 2020 initiative that combined and supported the two key strategies is *Enhance Human Capital Evaluations*.

As a result, in FY 2021, OHC explored the concept of implementing a VACE portal to enhance the Accountability Program and improve the way HR evaluations and audits are conducted. Accountability audits are conducted cyclically to ensure Department-wide HR programs, operations, and use of personnel authorities to assess how well they support mission accomplishment and comply with the merit system principles, laws, and regulations.

The OHC collaborated with the Office of Chief Information Officer to complete the system's security assessment and expand the use of the VACE system to bureaus in FY 2023. Moving forward, OHC will continue to support the bureau's use of VACE while loading prior year reports into VACE to the greatest extent possible. These efforts will enable analysis of ways to make evaluations and audits more efficient, to generate time savings and facilitate data sharing for the Accountability Program staff and the bureaus and offices that would be audited.

In addition, to meet the requirements of EO 13932, *Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates*, another project that OHC has been collaborating on with DOI bureaus and offices is the HR Assessment tool. This EO requires agencies to update and improve recruitment efforts by employing skills- and competency-based hiring, as opposed to the standard hiring questionnaires. Currently, DOI uses *USAHire* for administering HR assessments to job candidates. However, DOI would like to tailor the HR assessment questions to better suit the agency's mission requirements. In FY 2021, through a talent management assessment working group, OHC conducted market research with potential vendors to determine the types of assessment tools that are available and may be customized. Due to other agency priorities, the Department continues to use *USAHire* for until funding and resources can be made available.

The outcome of the goal with the HR assessment is to continue to review the various occupational series in the Department with the talent management assessment working group and tailor potential assessment questions that would provide more meaningful results for those positions. In FY 2024, the Department will continue to explore opportunities to procure a vendor that offers the appropriate HR assessment tool to support the Department's compliance with EO 13932 by transforming DOI's recruitment practices and meeting DOI's needs.

B. Deploy artificial-intelligence and machine-learning (AI/ML) tools to support increased and more diverse candidate awareness of job opportunities

The My DOI Career initiative is comprised of the public-facing website (careers.doi.gov), market contemporary and dynamic technology-driven capabilities, and data curation and data science. The purpose of the My DOI Career initiative is to enable a culture of mobility and readiness at the Department, beginning with making information on DOI occupations and positions transparent to members of the public and current employees, so that they may gain insights into career options and career planning. This initiative tested the use of market-contemporary infrastructure to harness the power of data to develop and deploy capabilities that support various elements of the human capital lifecycle. Specifically, this investment conducted research and development of artificial intelligence (AI) and machine learning (ML) capabilities to support outreach and recruitment, job interest matching, intelligent learning & development competency data labeling, and remote work position assessments. While these tools may be beneficial to enable quicker and more equitable candidate identification of employment opportunities, it is prudent to focus on foundational education and awareness while improving data quality and taking time to ensure ethical use of

advanced technologies in the human capital arena. As such, the My DOI Career initiative will focus on providing resources for candidates to support improved success in qualifying and being highly competitive for DOI's jobs.

By focusing on resources to help candidates, particularly youth, the My DOI Career initiative will enable outcomes related to Diversity, Equity, Inclusion, and Accessibility. The Department will continue to focus on driving increases in applicant diversity and selection diversity, increased and equitable participation in professional development and advancement opportunities, and increased retention; and, will support the Department's goals for Future of Work mission-readiness. The My DOI Career initiative will enable continued transparency of DOI careers to prospective and current employees, giving them insights into career mobility and advancement opportunities. In the future, when sufficient funding and resources are available to invest in transforming quality data into actionable insights for candidates and employees, the My DOI Career initiative can be expanded to provide a market-contemporary, human capital lifecycle capabilities platform, that is secure, ensures transparency and explainability of algorithms, and that is highly adaptable as data and business processes evolve.

C. Deploy tools to capture requests for reasonable accommodation

In 2019 the Office of Human Capital launched the Interior – Management Accountability and Reporting Tool (I-MART) which still serves as the only authorized Department-wide electronic tracking and reporting system for employee and labor relations (ER/LR) cases including discipline, performance, administrative grievances and negotiated grievances. The Office of Human Capital deployed a first-ever department-wide reasonable accommodation case type in FY 2023 that is providing greater consistency and oversight of the Department's reasonable accommodation program, including the requirements of the Rehabilitation Act. Additional benefits of an agency-wide automated tracking mechanism for reasonable accommodation cases includes the ability to ensure timely issuance of accommodation solutions as well as the ability to identify trends, barriers and opportunities agency-wide leading to a decrease in the number of failure to accommodate claims and increasing the retention of employees with disabilities.

Evaluation Process for the HCOP Goals

OHC Business Process

The Department has identified five cross cutting strategic human capital goals to support the goals within the DSP and DAPP (Table 3). Within the table in Attachment 1, each human capital goal aligns directly or indirectly with each HCF system, as well as priorities identified in the FWPR. Through the four HCF systems and the FWPR priorities, each human capital goal will have interdependence on one another that will provide feedback to evaluate and inform on the strengths and weaknesses of each goal to the CHCO, senior leadership and human capital practitioners. Using the OHC business process (Figure 6), the CHCO, senior leadership and human capital practitioners will use the data collected to identify any necessary improvements.



Figure 6. OHC Business Process

The OHC business process is further detailed below.

1. Plan – align strategic human capital initiatives, goals and objectives with the Department’s strategic plan and Secretarial Priorities for FY 2021.
2. Implement – execute actions to achieve human capital goals and Secretarial priorities.
3. Evaluate – use business data analytics to measure strategic and operational human capital and Secretarial priority metrics.
4. Inform – report human capital and Secretarial priority data to Department and bureau leadership to drive HR business decisions.
5. Improve – use human capital and Secretarial priority data to adjust and/or enhance human capital strategies, practices and procedures.

Bureaus may develop additional HCOPs that provide the tactical actions taken to support each strategic initiative.

HCOP and Secretarial Priority Metric Tracking

OHC will conduct quarterly reviews of the progress made with the HCOP goals and Secretarial priorities through its HCOP dashboard on the OHC SharePoint Site and through HRStat reviews with human capital leaders across the bureaus and offices.

Process for Analyzing Results for Continuous Improvement

As part of the ongoing process to monitor outcomes through key performance indicators, the Office of Human Capital (OHC) leverages information on progress against plans and measurement results compared to targets to assess DOI-wide progress in implementing HCOP strategies and initiatives. Results are reviewed not less than quarterly with bureau and office human capital leaders and are briefed to agency leadership.

The OHC analyzes data quarterly and meets with HCOP measure owners to discuss results and plans for achieving targets. This analysis includes a look at multi-year trends where available and includes a review of progress of activities that are intended to impact the outcomes. In the event that strategies, activities, or measurements need to be reevaluated, OHC will consider input from the HCOP goal and measure owners to review with the Deputy CHCO and CHCO. When accepted, revisions are made to the HCOP and the revisions are then briefed to HC leadership. This review and collaboration ensures that DOI leadership has visibility into support for HC goals and objectives, to ensure that HC goals and objectives continue to align with and support

the DOI's Strategic and Annual Performance Plans. This quarterly review and annual evaluation and revision also support the Department's and the bureaus and offices as they establish budgets, identify resources for accountability system operation, and modify local initiatives based on the results.

This process of monitoring and adjusting goals, measures, budgets, and initiatives ensures a systematic approach to accountability and evaluation. The HCOP is aligned to the DOI Strategic Plan, such that senior leadership support, accountability, and evaluation are assured through DOI's Performance Management System linking individual performance to organizational performance goals and strategic HC management initiatives. In this way, standards for effective, results oriented HC management are cascaded through all levels of management and the organizations.

Appendix A: Executive Orders governed by DEIA Council

Executive Order (EO) Number	EO Title
13985	Advancing Racial Equity and Support for Underserved Communities
13988	Preventing and Combating Discrimination on the Basis of Gender Identity and Sexual Orientation
14008	Tackling the Climate Crisis at Home and Abroad
14020	Establishment of the White House Gender Policy Council
14021	Guaranteeing an Educational Environment Free from Discrimination on the Basis of Sex, Including Sexual Orientation or Gender Identity
14031	Advancing Equity, Justice, and Opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders
14035	Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce
14041	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity Through Historically Black Colleges and Universities
14045	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Hispanics
14049	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Native Americans and Strengthening Tribal Colleges and Universities
14050	White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity for Black Americans
14074	Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety
14075	Advancing Equality for Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex Individuals
14091	Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government



Department of the Interior
Office of the Secretary
Policy, Management and Budget
Office of Human Capital
Strategic Human Capital Planning and Evaluation Division
1849 C Street NW, MIB 4038
Washington, D.C. 20240