Need: Organize the plethora of efforts (individual Science Centers, Mission Areas, Bureau committees such as WE3 and the Diversity Council) that have started to address JEDI within the USGS so that we are communicating throughout the Bureau to share ideas and understand the appropriate group to carry forward different ideas.

Future Actions: We need a group of people (current URGE members) to write White Paper. Keep momentum w/ concrete objectives. Discussion groups ongoing – self selected.

Goal finding the top 10 actions at each level.

Level at which to implement policy/resource: OPM, Bureau; Regions/Mission Area; Science Center; Offices: Observatories, Laboratories

Group responsible for facilitating action: WE3, Science Center, DEI Council, Natural Hazards Mission Area group, Regions, Tribal Liaisons, URGE Gen 2 (?)

Implementation resources needed (examples): Racial Risk Assessment, Training Recommended, Approval, Check, and/or Consequence
### Pod Suggestions 5/4/21:
Write a summary introducing the document and table.
Add Links to the table, color codes, landscape format, simplify headings and possibly reorder columns
Lock first row, Move to excel?

<table>
<thead>
<tr>
<th>Deliverable topic</th>
<th>GOAL: Inclusivity/Diversity Contribution</th>
<th>ACTIONS</th>
<th>Existing policy resource</th>
<th>Implementation Level (policy/resource)</th>
<th>Initial Point of Contact (individual)</th>
<th>Group responsible for facilitating action</th>
<th>Format / venue of outcome / product</th>
<th>Implementation resources/training needed</th>
<th>Success Criteria</th>
<th>Review/Update Interval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complain &amp; Reporting Policy</td>
<td></td>
<td>Provide a means for employees to safely deal with problems</td>
<td>Local ombuds, perhaps at each office or assigned to each office</td>
<td>USGS and DOI ombuds, Peer Support workers</td>
<td>Bureau but could also be done at any level</td>
<td>Designated staff to serve as ombuds or Peer Support Workers</td>
<td>Training for staff</td>
<td>All employees aware of this non-compliance resource.</td>
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<td></td>
<td></td>
<td>Employees can safely raise concerns. Improve awareness of problematic behavior so it can be corrected.</td>
<td>none</td>
<td>Bureau but could also be done at any level</td>
<td>Online system</td>
<td>Training in use of system once developed.</td>
<td>Employees are able to make reports and do so.</td>
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<tr>
<td></td>
<td></td>
<td>Build out support systems and resources.</td>
<td>Develop introductory material, regularly highlight value of equity and diversity to mission, support</td>
<td>Many resources exist but are not well known.</td>
<td>Bureau but could also be done at any level</td>
<td>Resource documentation, presentations at meetings, ERGs, communication tools.</td>
<td></td>
<td>Growth of ERGs and use of communication tools. Presentations about the value of equity and diversity.</td>
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<tr>
<td>Demographic Data</td>
<td>ERGs and informal communications for minoritized employees</td>
<td>Update data regularly and promote publicly</td>
<td>Publicly available online resource</td>
<td>U.S. Office of Personnel Management</td>
<td>Timeliness, public availability, Clarity, searchable</td>
<td>Annually</td>
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<tr>
<td>Demographics of USGS workforce</td>
<td>Employees and interested others can know the demographics of the USGS workforce</td>
<td>Demographic data for USGS (on internal network)</td>
<td>Bureau-level</td>
<td></td>
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<tr>
<td>Demographics of USGS workforce in every job series and grade level reflect demographics of US population</td>
<td>Educate employees on statutory framework and be sure USGS accountable for compliance</td>
<td>EEOC MD-715 and related legislation and directive</td>
<td>Bureau level</td>
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<tr>
<td>Better representation of URMs as Seminar speakers/interns/peer reviewers/external grant panelists</td>
<td>Gather demographic data of speakers/interns; reach out to broaden invitations/gather demographic data on PIs &amp; awardees</td>
<td>None</td>
<td>Science Center; Mission area</td>
<td>Center/Lab/Observatory level committee (URGE alumni?)</td>
<td>Center/lab/observatory seminar series &amp; &quot;get involved&quot; web pages</td>
<td>Development of simple, standardized (optional) demographic survey to send to speakers and interns. Assignment of data management to staff member.</td>
<td>Publicly available graphics or reports on speakers/interns identification</td>
<td>Annually</td>
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<tr>
<td>Outreach policies &amp; resources</td>
<td>GOAL: Inclusivity/Diversity Contribution</td>
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<tr>
<td>Recruit diverse talent; Build community connections; Promote inclusivity and increased understanding; Incorporate needs/interests of attendees</td>
<td>Attend URM-focused conferences (SACNAS, etc.)</td>
<td>USGS Offices: YES (conferences), DEO (HCBUs)</td>
<td>Bureau (YES/DEO coordinati)on &amp; Center Level (support for scientists to attend conferences for outreach purposes)</td>
<td>Eleanour Snow (YES)</td>
<td>Bureau level (YES program?) combined with Center participation/coordination</td>
<td>YES will track participation; report-outs to Center Directors from attendees?</td>
<td>Travel funds; staff time</td>
<td>Increase attendance by staff at URM conference; Increased involvement/mentoring/workshop facilitation by USGS staff</td>
<td>Continually/Annually</td>
<td></td>
</tr>
<tr>
<td>Build community connections and inclusivity beyond staff, Honor history and culture of the places we work</td>
<td>Increased connection w/ Native/indigenous communitie s</td>
<td>Regional Tribal Liaisons; TESNAR</td>
<td>Regional Tribal Liaisons; TESNAR (TESNAR), Region (tribal liaisons) to support, Center/Office level to implement</td>
<td>Regional Tribal Liaisons; office-level POCs</td>
<td>Centers</td>
<td>Centers and Regions provide yearly accounting of level of engagement</td>
<td>Staff time; support from Tribal Liaisons &amp; TESNAR for establishing connections; training in engagement with Indigenous cultures</td>
<td>Offices increasingly involved in activities (meetings, trainings, mentorship/ internships) with Indigenous groups.</td>
<td>Annually</td>
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<tr>
<td>Increase diversity; Build larger diverse candidate pool</td>
<td>Develop/Implement robust internship programs aimed at</td>
<td>YES, DEO, HR,</td>
<td>Bureau</td>
<td>YES; DEO</td>
<td>Bureau level</td>
<td>Offices</td>
<td>Funds for new internship programs; establish partnerships to help</td>
<td>Double # of paid internships within 5 years.</td>
<td>Annually</td>
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<td></td>
<td>under-represented students</td>
<td>fund/implement new programs; mentorship training for people hosting interns</td>
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<tr>
<td><strong>Give DEI power and authority; Prioritize community engagement</strong></td>
<td>Prioritize hiring full-time outreach/workforce development specialist at Center or office level (for large offices); YES, DEO, Bureau, Region, Center</td>
<td>Center Directors</td>
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<tr>
<td><strong>Develop workforce of historically underrepresented groups</strong></td>
<td>Build relationship and actively recruit at MSI/HBCU’s; YES, DEO, Centers, Observatories/Offices</td>
<td>Center Directors</td>
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<tr>
<td><strong>Promote inclusivity; Increase diversity</strong></td>
<td>Normalize and increase frequency of DEI and antiracism conversations in all spaces; ERGs, PSWs, Bystander Intervention Training, Diversity Change Agents; Pretty much all levels, but priority should be focusing on office environments</td>
<td>Center Directors</td>
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</table>
|  | Annual Center-level reports to Regions/Bureau of DEI activities; Bystander training; implicit bias training; resources for implementing DEI activities; support for bringing in DEI speakers | Continually | Travel funds; staff time | USGS-wide annual reports of engagement levels | Hire of full-time outreach specialist at each Center or office (for large offices) | Demonstrable increase in job applications from historically underrepresented groups | Land acknowledgements become a routine part of all-hands meetings at all levels; DEI trainings done annually in all offices; DEI speakers a part of all Center-
<table>
<thead>
<tr>
<th>GOAL: Inclusivity/Diversity Contribution</th>
<th>ACTIONS</th>
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</thead>
<tbody>
<tr>
<td>Policies for Working with Communities of Color</td>
<td>Build engaged relationships with community members</td>
<td>Develop ment of best practices documentation for conducting work in new communities, foreign and domestic (and NO)</td>
<td>Center, Regional Tribal Liaisons</td>
<td>Regional Tribal Liaisons?</td>
<td></td>
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<td>Continually, as needed by project locations</td>
</tr>
<tr>
<td>Improve resources for community outreach</td>
<td>Create information products in local languages</td>
<td>NO</td>
<td>OCAP</td>
<td>Funding for translators and information product designers, funding to print materials</td>
<td>Annually and as new projects in new communities are slated to begin</td>
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<tr>
<td>Create avenues for data sharing and training for members of the communities in which we work</td>
<td>Development of best practices</td>
<td>NO</td>
<td>Center, Office</td>
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<tr>
<td>Create publishable results for “capacity building” activities (e.g. VDAT/EDA T/LDAT)</td>
<td>NO (in progress ?)</td>
<td>Individual (in proposal writing)</td>
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<tr>
<td>Policy for acknowledgement in publications, presentations, etc.</td>
<td>NO</td>
<td>Center</td>
<td></td>
<td>Employee acknowledgment of policy</td>
<td>Publications and presentations done in communities of color include acknowledgement to community members</td>
<td>Annually</td>
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*URGEO*
Unlearning Racism in Geoscience
[Insert Logo Here]
<table>
<thead>
<tr>
<th><strong>Expand workplace DEI efforts</strong></th>
<th><strong>Disseminate information about available resources/internships for underserved communities</strong></th>
<th><strong>Regional Tribal Liaisons, HR</strong></th>
<th><strong>Recruitment time, travel funds</strong></th>
<th><strong>Successful recruitment of interns from communities where USGS projects take place</strong></th>
<th><strong>Annually</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Improve employee confidence and experience working with communities of color</strong></td>
<td><strong>Make employees aware of tribal relations training and additional trainings from BLM</strong></td>
<td><strong>HR?</strong></td>
<td><strong>HR/ Project leaders</strong></td>
<td><strong>DOI Training</strong></td>
<td><strong>Staff time for training</strong></td>
</tr>
<tr>
<td><strong>Create post-project feedback survey</strong></td>
<td><strong>NO (can build on the one created for Week 4 deliverable)</strong></td>
<td><strong>Center?</strong></td>
<td><strong>Survey form available through SharePoint or other</strong></td>
<td><strong>Creation of survey/questionnaire</strong></td>
<td><strong>Assignment of projects required to complete survey, successful completion in reasonable post-work timeframe</strong></td>
</tr>
<tr>
<td><strong>Make tracking of previous work on or near Tribal Lands</strong></td>
<td><strong>YES (in BASIS but not organized)</strong></td>
<td><strong>Dedicated webpage for tracking work in this category</strong></td>
<td><strong>New webpage?</strong></td>
<td><strong>General employee knowledge of where to find this information</strong></td>
<td><strong>Annually</strong></td>
</tr>
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<tr>
<td><strong>Promotions and Hiring Policies</strong></td>
<td>Attract diverse applicant pool; develop diverse workforce; Give DEI power</td>
<td>Add JEDI language in job desc.</td>
<td>EEO</td>
<td>OPM</td>
<td>HR?</td>
</tr>
<tr>
<td></td>
<td>Attract diverse applicant pool; develop diverse workforce; Give DEI power</td>
<td>Workshops on how-to-navigate-application at minority serving institutions and at regional and national geoscience conferences; recruit/send job ads to minority serving institutions</td>
<td>YES/DEO w/ support from Centers</td>
<td>Eleanour Snow (YES)</td>
<td>Bureau level (YES program?), combined with Center participation/coordination</td>
</tr>
<tr>
<td></td>
<td>Attract diverse applicant pool; develop diverse</td>
<td>Cluster hire (2+ at once) with DEI aim</td>
<td>All levels</td>
<td>Regions/ Centers</td>
<td>Center Directors</td>
</tr>
<tr>
<td>Workforce; Give DEI power</td>
<td>Create pipeline for diversity hires (all levels)</td>
<td>OPM</td>
<td>All levels</td>
<td>Hiring managers; Center Directors (ensuring positions are broadly advertised)</td>
<td>Proactive job advertising (going out to communities rather than expecting them to come to us)</td>
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<tr>
<td>Develop workforce of historically underrepresented groups</td>
<td>Mentoring for new hires, offer to existing employees and those in new roles</td>
<td>USGS Mentorship program; Supervisors or mentorship program; office-specific onboarding documents</td>
<td>Center/officer level</td>
<td>Center</td>
<td>Mentorship program</td>
</tr>
<tr>
<td>Promote an inclusive workplace; increase retention rate of all hires</td>
<td>Provide information about what successful applications can negotiate / benefits can ask for</td>
<td>N/A</td>
<td>OPM</td>
<td>Hiring committee? Center? Eventual supervisor?</td>
<td>Job applications/interviews/job offer</td>
</tr>
<tr>
<td>Ensure equity and inclusion to attract and retain a diverse workforce</td>
<td>Ensure that DEI service and</td>
<td>OPM/HR</td>
<td>WE3, Devaris</td>
<td>HR</td>
<td>Inclusion of DEI/outreach/education/etc.</td>
</tr>
<tr>
<td>Ensure equity and inclusion to attract and retain a diverse workforce</td>
<td>Include exit interview question specific to workplace climate</td>
<td>USGS science data exit survey (closest applicable)</td>
<td>Regional/Bureau</td>
<td>HR</td>
<td>Anonymous input/feedback on workplace behavior/issue(s)</td>
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<tr>
<td>Ensure equity and inclusion to attract and retain a diverse workforce</td>
<td>Periodic check-in interviews</td>
<td>Bureau/O PM</td>
<td>HR</td>
<td>Interviews/feedback forms/survey</td>
<td>Develop interview/feedback form</td>
</tr>
<tr>
<td>Minimize implicit bias and increase diversity; Invest in and provide training for staff</td>
<td>Institute Bias training for hiring committees</td>
<td>General DOI talent courses</td>
<td>VSC?</td>
<td>Hiring committee</td>
<td>Bias Training</td>
</tr>
<tr>
<td>Minimize implicit bias and increase diversity; Invest in and provide training for staff</td>
<td>Compare the diversity of applicant pools with diversity of shortlisted candidates, if there is discrepancy flag and examine stages at which candidate</td>
<td>Bureau/O PM/ hiring committee?</td>
<td>HR?</td>
<td>Hiring committee</td>
<td>Collect and save data on diversity of applicants through final candidates/hires</td>
</tr>
<tr>
<td>Deliverable topic</td>
<td>pool diversity decreased</td>
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<tr>
<td>Field &amp; Lab/Office Safety Plan</td>
<td>Promote a culture of safety in the field and lab through training</td>
<td>Take all required USGS training courses</td>
<td>List of USGS required training courses</td>
<td>Bureau/Center/Office</td>
<td>Bureau, Center Director, Supervisor, Employees</td>
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<tr>
<td></td>
<td>Promote a culture of interpersonal wellbeing and accountability for actions in the field</td>
<td>Take Harassment, Bystander, or Mediation training. Work in teams of &gt;=2 as much as possible. Do a risk analysis with each field mission.</td>
<td>List in Session 6 deliverable of other training courses; USGS Code of Conduct</td>
<td>Center/Office</td>
<td>Supervisor?</td>
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<tr>
<td></td>
<td>Promote a culture of interpersonal wellbeing and</td>
<td>Communicate to new Lab safety and</td>
<td>Center/Office</td>
<td>Supervisor?</td>
<td>Supervisor, Employees</td>
</tr>
<tr>
<td>Institutional Resource Map</td>
<td>Provide a “map” of institutional resources that promote both personal and professional well-being</td>
<td>Compile and maintain lists of institutional resources in the realms of mentoring, work productivity, mental health, ESC: postdoc guidance document (not centralized, passed around by word of mouth)</td>
<td>Center &amp; Office</td>
<td>HR, Supervisors</td>
<td>Document / Sharepoint Homepage / Internal website</td>
</tr>
<tr>
<td>Facilitate mentoring and development of employee support networks through access to support, personnel, and policy resources</td>
<td>Establish a protocol/policy/authority for updating and distributing the resource map to ensure that all new as well as existing employees are familiar with its contents and where to find it</td>
<td>Hiring/ondboarding process distributes plethora of resources; perhaps structuring or ordering these could be beneficial</td>
<td>Program/Region/Mission Area level template for what to include, instructing Centers to keep theirs up to date</td>
<td>Center Director, HR</td>
<td>HR, Center Directors, Regional Heads</td>
</tr>
</tbody>
</table>

| Foster a sense of belonging by connecting employees with inclusivity resources, people, and activities | Periodically solicit feedback &/or updates to the resource map to verify that it’s useful and | Region/Center/Office | Center Directors, Region, OPM, all staff | Center-level coordinator to consolidate edits and update document/resoucrce list/webpage | Resources are added/updated on at least an annual basis; employees have clear avenue to direct new resources to be added | annual |
The following delineates our suggested actions and contains more detail in terms of the types of specific steps we plan to take in continuing to grow toward our overarching goal of a more diverse, equitable, and inclusive workplace.

### 1. COMPLAINTS AND REPORTING POLICY

In addition to existing policies, we recommend that Centers and offices consider some informal ways to encourage dialogue that would lead to an improved working environment for BIPOC and underrepresented employees.

Suggestions include:

- **Local ombudsperson(s) at each office:**
  - Employees may be encouraged to start a dialogue if they can talk to someone informally who is local, rather than an unknown person listed on the HR website.
  - Problems that don’t rise to the level of a complaint can be identified and addressed.
  - Ombudsperson could serve as a local expert on how to navigate the formal complaint process.
- **Provide a way for BIPOC and underrepresented employees to anonymously report (via a website?) barriers or disparate treatment:**

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<table>
<thead>
<tr>
<th>Deliverable topic</th>
<th>GOAL: Inclusivity/Diversity Contribution</th>
<th>ACTION(S)</th>
<th>Existing policy/resource</th>
<th>Implementation Level (policy/resource)</th>
<th>Initial Point of Contact (individual/group)</th>
<th>Group responsible for facilitating action</th>
<th>Format / venue of outcome / product</th>
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</table>

- accurate, and to identify where resources may be lacking
Employees can safely raise concerns.
- Improve awareness of problematic behavior so they can be corrected.

- **Build out resources and support systems:**
  - Develop a standard introductory/orientation document that describes resources – and recourses – available to employees, and relevant contacts for each.
  - Develop a document and/or website that lists the various groups and committees that are working on DEI issues.
  - Regularly highlight the value of equity and diversity in accomplishing the USGS mission during Center activities.
  - Support the formation of Center-wide or office-wide Employee Resource Groups (ERGs)- that are formed from members who are “drawn together by a common interest and work towards advancing relevancy, diversity, and inclusion to meet the USGS mission.” ([https://www.usgs.gov/media/files/employee-resource-groups-usgs-guidance-november-2018](https://www.usgs.gov/media/files/employee-resource-groups-usgs-guidance-november-2018)).
  - Encourage the use of communication tools (MS Teams, Slack) that minoritized employees can use to connect with each other, even if they are not located at the same office.

**2. DEMOGRAPHIC DATA**

a. **Actions:** Update compilations of the demographics of the USGS by job series, and grade level, with graphics/tables summarizing trends over time, or against other variables such as geographic location.

i. **Goal:** Employees, prospective employees, and interested others can easily find clear information on the demographic makeup of the USGS workforce. Bring the relevant USGS demographics out from behind a firewall. These data sets will ultimately be used for accountability metrics.

ii. **Existing Policy Resources:** [https://www.fedscope.opm.gov/](https://www.fedscope.opm.gov/), as well as other reports available on USGS intranet.

iii. **Action Implementation Level:** Bureau level

iv. **Initial Point of Contact:**

v. **Group/people Responsible for Facilitating Action:** URGE alumni could help specify the types of information that should be available, ultimately the Office of Personally Management (OPM) collects and maintains this information.

vi. **Format/Venue of Outcome/Product:** Public web page, except as restricted by privacy

vii. **Implementation Resources/Training Needed:**

viii. **Inclusivity/Diversity Contribution:**

ix. **Success Criteria:** Timeliness, public availability, completeness, clarity

x. **Review/Update Interval:** Annually
b. **Actions:**
   i. **Goal:** Demographics of USGS workforce make progress toward resembling demographics of US population
   ii. **Existing Policy Resources:** EEOC MD-715 and related legislation and directives
   iii. **Action Implementation Level:** Bureau
   iv. **Initial Point of Contact:**
   v. **Group/people Responsible for Facilitating Action:** URGE alumni could help maintain a focus on accountability
   vi. **Format/Venue of Outcome/Product:** Reports; Actions to identify barriers and dismantle them
   vii. **Implementation Resources/Training Needed:** Employees who make hiring decisions should be educated on the EEO statutory framework. An effort could be made to learn from other federal agencies what approaches have been successful.
   viii. **Inclusivity/Diversity Contribution:** Removal of barriers to recruitment, hiring, retention, and advancement of URM employees
   ix. **Success Criteria:** Progress toward a workforce that resembles the US population at all levels
   x. **Review/Update Interval:** Annually

3. **OUTREACH POLICY AND RESOURCES**
   a. **Goals:**
      i. Prioritize community engagement and education to promote diversity, inclusion, and equity.
      ii. Honor and acknowledge the history, culture, and native peoples of the places we work and study.
      iii. Build a more diverse workforce and candidate pool; Recruit diverse talent.
   b. **Actions:**
i. Prioritize hiring full-time outreach/workforce development specialist at the office/observatory level.
ii. Normalize and increase frequency of DEI and antiracism conversations in all spaces.
   1. Examples:
      a. Start meetings w/ Land Acknowledgement or diversity topic.
   iii. Develop and facilitate Earth science engagement programs for K-12 to influence younger generations and families.
   iv. Develop/Implement robust paid internship programs aimed at supporting historically under-represented students.
   v. Develop meaningful and reciprocal relationships with community to increase equity and inclusivity within USGS and throughout the community.
   vi. Attend and participate in under-represented Minority/diversity-focused conferences (SACNAS, NABG, AISES, etc).

   c. Existing Policy Resources: USGS Offices: YES (conferences), DEO (HCBUs), USGS Tribal Relations Office (TESNAR, Tribal Liaisons); ERGs, PSWs, Bystander Intervention Training, Diversity Change Agents

4. POLICIES FOR WORKING WITH COMMUNITIES OF COLOR
   a. Actions:
   b. Goal:
   c. Existing Policy Resources:
   d. Action Implementation Level:
   e. Initial Point of Contact:
   f. Group/people Responsible for Facilitating Action:
   g. Format/Venue of Outcome/Product:
   h. Implementation Resources/Training Needed:
   i. Success Criteria: Creation of mechanisms for feedback from communities (pre and post project). Co-production of knowledge and research projects with community members actively involved are championed and supported by the center/mission area. Employees working with committee take the relevant DOI trainings (e.g. tribal relations trainings).
   j. Review/Update Interval:

5. PROMOTIONS AND HIRING POLICIES
   a. Goals:
      i. Give DEI power. Demonstrate value of leadership and DEI efforts of staff members.
      ii. Increase representation of minoritized groups in our workforce by attracting diverse applicant pool.
      iii. Minimize implicit bias in hiring and promotion process.
iv. Promote equity and inclusion to attract and retain a diverse workforce.

v. Include questions in exit interviews asking if there were any troubling behaviors (discrimination, sexism, bullying, etc.) that occurred during their employment with the USGS.

b. Actions:
   i. Make AJEDI/leadership service and community outreach/education efforts contribute directly to promotion. Update RGE review process to include “Leadership” as an equally-weighted Critical Element.
   ii. Ensure that staff are supported as they pursue DEI tasks and service leading to career advancement and promotions.
   iii. Actively advocate and create accountability for income parity for individuals from under-represented groups.
   iv. Institute baseline and mandatory bias training and cultural competency training for hiring committee members.
   v. Develop and implement multi-tiered, multi-directional mentoring program for new hires and current staff alike to ensure retention and inclusion. Support and provide resources to address the lived experiences of all staff.
   vi. Add AJEDI language to job description.
   vii. Create pipeline for diversity hires (all levels). Might include cluster/cohort hiring.

c. Existing Policy Resources:
   i. Exit Interviews: https://www.opm.gov/services-for-agencies/assessment-evaluation/leadership-assessments/#url=Leadership-360trade

6. FIELD & LAB SAFETY PLAN
a. Actions:
   i. Take all required USGS training courses
   ii. Take harassment, bystander intervention, and/or mediation training.
   iii. Work in teams of >=2 in the field at all times.
   iv. Do a risk analysis for each fieldwork mission.
   v. Provide visid-wear for all incoming interns, new hires, and field workers
   vi. Raise awareness of issues government employees face in doing fieldwork in rural areas
   vii. Provide advice and support for people visiting an office where there is a security presence
   viii. Communicate to new hires the lab/office policies & procedures.
   ix. Have an open door policy for hearing concerns.
   x. Post safety resources on center’s sharepoint site
   xi. Introduce new hires to workplace and facilities staff (eg security)
b. **Goal:**
   i. Promote a culture of safety in the field and lab through training
   ii. Promote a culture of interpersonal wellbeing and accountability for actions in the field, lab, and office

c. **Existing Policy Resources:** Existing USGS required trainings, USGS code of conduct, USGS lab safety and accessibility policies

d. **Action Implementation Level:** Office/Science Center

e. **Initial Point of Contact:** Supervisor or Center Director

f. **Group/people Responsible for Facilitating Action:** Employees, Supervisors, Center Directors

g. **Format/Venue of Outcome/Product:** In-person and online courses, employee/supervisor onboarding, in the field, in the lab, in the office.

h. **Implementation Resources/Training Needed:** DOI Talent or similar training platform AND in-person training; field safety plans, checklists, and employee communication; Lab handbooks, signage in the office and lab

i. **Success Criteria:** Employees are prepared with knowledge how to behave safely and respond to unsafe situations.

j. **Review/Update Interval:** Annually and before each field season.

7. **INSTITUTIONAL RESOURCE MAP**

a. **Goals:**
   i. Provide a “map” of institutional resources that promote both personal and professional well-being
   ii. Facilitate mentoring and development of employee support networks through access to support, personnel, and policy resources
   iii. Foster a sense of belonging by connecting employees with inclusivity resources, people, and activities

b. **Actions:**
   i. Compile and maintain lists of institutional resources in the realms of mentoring, work productivity, mental health, professional development, and outreach
   ii. Establish a protocol/policy/authority for updating and distributing the resource map to ensure that all new as well as existing employees are familiar with its contents and where to find it
   iii. Periodically solicit feedback &/or updates to the resource map to verify that it’s useful and accurate, and to identify where resources may be lacking

c. **Existing Policy Resources:**
   i. Earthquake Science Center
      1. escint internal website
      2. Informal postdoc guidance document
   ii. VSC
 GHSC
 iv. NHMA

d. Action Implementation Level:
   i. Template/guidance should be established at Mission Area or Regional Level or higher
   ii. Centers & Offices should maintain (& update) their own versions for distribution
   iii. HR, Supervisors, Hiring officials should ensure distribution of resource list to all employees
   iv. Each Center should have a person charged with keeping the list up to date; updates should be solicited from above and below periodically (annually)

e. Initial Point of Contact:
   i. Session 7 deliverable leaders (Boyd, Elliott, Gold, Haney, Llenos, Nadeau, Parker, Reitman, Scharer, Yoon)

f. Group/people Responsible forFacilitating Action:
   i. Supervisors, HR, Center Directors, Regional Directors

g. Format/Venue of Outcome/Product:
   i. Document
   ii. Sharepoint site

h. Implementation Resources/Training Needed:
   i. Need personnel in charge of updating & ensuring compliance (i.e., that every employee is being made aware of this resource)
   ii. Tour/tutorial/walkthrough of resource could be useful for highlighting contents

i. Success Criteria:
   i. Every [new] employee is directed to this document
   ii. Every employee can point to location of & describe content of document/site

j. Review/Update Interval:
   i. Annual
   ii. Solicit from employees
   iii. Check from OPM/Bureau/higher levels whether new resources exist