



## **Office of Natural Resources Revenue**

**Human Capital Governance Board - Task Force**

**Workplace Environment Response Plan**

**Revised 04/10/2018**

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## **1.0 Executive Summary**

### **Introduction:**

Subsequent to public release of Department of Interior's (DOI) Workplace Environment Survey (WES), Office of Natural Resources Revenue (ONRR) submitted its initial Workplace Environment Response Plan as requested by the Department in January 2018. The plan consists of five interwoven strategies to help eliminate harassment to the extent it exists at ONRR, ensuring employee's agency-wide feel safe and supported while performing their duties. This revision is an update to provide metrics for action items related to the strategies identified below that constitute ONRR's Workplace Harassment Response Plan:

1. Standardizing and strengthening the agency's alignment with and adherence to established DOI policy,
2. Improving the agency's capacity to investigate and remedy incidents of alleged harassment,
3. Fostering an ever-positive, supportive, and harassment-free culture within the agency,
4. Training agency staff on appropriate work behavior, emphasizing zero-tolerance for workplace harassment, and
5. Increasing employee awareness of and access to the tools/resources necessary to combat workplace harassment.

ONRR intends to implement its Workplace Environment Response Plan quickly and as aggressively as is feasible. ONRR anticipates crafting and operationalizing all subsidiary plans and actions across 2018 and into 2019. The agency will update the Department on a continuing basis to keep DOI leadership apprised of plan goal attainment.

ONRR is fully committed to eliminating harassment within DOI generally and at ONRR specifically. The agency's leadership and management staff are fully invested in supporting the planned actions outlined herein below. ONRR's Workplace Environment Response Plan is a comprehensive and timely approach to combating harassment, a manifestation of the agency's commitment to creating a safe and productive working environment.

### **Background:**

On April 12, 2017, Secretary Zinke issued a harassment policy statement which directed the Chief Human Capital Officer and Solicitor to issue additional reporting guidance and mandatory training for managers and supervisors. On October 31, 2017, Secretary Zinke issued an action plan to combat harassment and discrimination<sup>1</sup>. In December 2017, the results of a Workplace Environmental Survey<sup>2</sup> were released to the public indicating how during or before 2016, DOI employees experienced harassment. The Department is finalizing a multifaceted approach to prevent harassment and establish civil and respectful workplaces for employees.

ONRR's WES estimated 37.9% of employees experienced one or more forms of harassment and/or assault in the 12 months preceding the assessment. Additionally, 28.3% of respondents indicated they filed a complaint/grievance/report and of those filed 25.8% indicated some action was taken. Furthermore, 25.8% of respondents "were encouraged to drop the issue" and 32.0% were discouraged from making a complaint/grievance/report. Finally, 37.0% of respondents "indicated leadership punished them for bringing the experience up."

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<sup>1</sup> <https://www.doi.gov/pressreleases/secretary-zinke-outlines-action-plan-combat-harassment-and-discrimination>

<sup>2</sup> <https://www.doi.gov/employees/interiors-work-environment-survey-results>

The Department-wide anti-harassment survey is a proactive measure that provides necessary information to combat and eliminate harassment in the workplace so that every employee experiences fairness, civility, teamwork, responsibility, and accountability. The survey brings to the forefront the prevalence and complexity of existing and systemic problems within DOI that are associated with harassing conduct in the workplace including verbal-and non-verbal harassment, sexual harassment, discrimination and retaliation. The survey results provide DOI with valuable information that can help prioritize and focus efforts to support employees, provide training, improve the investigation and disciplinary process in response to harassment complaints, and hold everyone accountable.

Per Secretary Zinke’s Harassment Policy Statement “Individuals who are subject to or observe harassing behaviors should immediately report the incident(s) to the appropriate supervisory level if: (1) the behavior does not stop after the harasser has been told the behavior is offensive and unwelcome; (2) the employee is uncomfortable in addressing the harasser; or (3) the behavior is severe or possibly criminal in nature. Individuals who believe they are subjected to any form of harassment should feel confident reporting the situation immediately, without fear of retaliation.”

The ONRR Human Capital Governance Board (HCGB) took responsibility for the Secretary’s directive to submit and implement the plan to address the findings from the WES.

## ***2.0 Strategic Goals and Objectives***

### **Goal 1: Standardize and Strengthen Anti-Harassment Policy**

#### **Description:**

ONRR is under the Office of the Secretary, Policy Management and Budget (PMB). The new draft Department anti-harassment policy mandates a process for reporting allegations of harassing conduct up the chain of command. As such, ONRR will:

- Adopt, implement and reinforce any new and existing DOI-PMB policies and taking action if those policies are violated;
- Use the DOI-PMB policies to further clarify and implement internal processes that both foster a harassment-free environment and continue to educate our workforce on prevention and reporting.

#### **Implementation Plan:**

ONRR Leadership (through the HCGB) will monitor the effectiveness of the policies through employee engagement and feedback. In October 2016, DOI revised performance standards for managers and supervisors to ensure that their performance ratings will reflect their success or failure in holding employees accountable for harassing conduct. The WES results will serve as a baseline for measuring progress and success over time.

**Cost:** At this time, there is no cost information.

#### **Expected Outcomes/Impacts:**

- More clearly defines harassment and increases employee awareness of the policies and procedures
- Defines the punishment for violation of the policy to deter harassment in the workplace
- Demonstrates leadership support of the policies and procedures
- Employees will be confident in holding others accountable

## **Goal 2: Increase Capacity to Investigate and Address Harassment Complaints**

### **Description:**

The Department already has several resources available to employees, including: immediate supervisor, another appropriate management official, the Office of Inspector General, Human Resources, Equal Employment Opportunity Office, Ombudsman, and CORE PLUS Neutral.

- The Department is working to implement an enhanced Department-wide misconduct case tracking system.
- The Department-wide Anti-Harassment Policy will include language that will allow managers to hold employees accountable for conduct that may not rise to the level of illegal harassment.
  - This policy will also have a reporting structure to ensure that management knows when allegations of conduct are raised and that appropriate remedial steps are taken.
- The Department is putting into place a Department-wide contract vehicle and procedures for engaging third-party contract investigators to conduct administrative investigations into employee misconduct.
- The Department is training close to 100 employee relations and employment law practitioners on conducting administrative investigations into allegations of misconduct.

### **Implementation Plan:**

As mentioned in Goal 1, ONRR will adopt the Departments Policy, Process, and Procedures when completed by the Department and create its own step-by-step procedure with timelines and titles of responsible parties who implement and oversee the processes for handling allegations of harassing conduct. ONRR will commit to the following actions in order to combat harassment within the office:

- Ensure all ONRR employees are aware of the new resources available from the Department by:
  - Gathering and consolidating information on known harassment complaint resources and services
  - Sharing resources and information with ONRR staff
- Submit monthly report to the ONRR Executive Leadership Team

**Cost:** Currently, the only cost is employee's time.

### **Expected Outcomes/Impacts:**

- Provides a collection of useful information to strengthen employee awareness of available resources
- Creates transparency around harassment at ONRR; tracking mechanism for reporting and accountability purposes

## **Goal 3: Culture Change Initiatives**

### **Description:**

The third goal of ONRR's action plan will ignite the culture around our values in a way that recognizes importance in each person, promotes respect for others, extinguishes any tolerance for harassing behaviors, and encourages accountability at all levels. As with any cultural shift, commitment from both leadership and employees alike is required in order for the change to be successful. A deliberate and visible leadership commitment will be the driving force behind the shift.

- Dignity & Respect (D&R) Campaign: For several years, ONRR has embraced the D&R Campaign in different ways across the organization. The Communication and Change Management (CCM) office will seek ways to maintain employee involvement and commitment to the campaign.

- Communication/Outreach (All ONRR Audience):
  - Key Messaging - Messaging about harassment at ONRR will echo the Department's zero tolerance policy and other messaging that the Department creates. Messaging should also include clear definitions of harassment, consequences for harassing others, and positive reinforcements for value-based activities.
  - Frequently Asked Questions (FAQs) - ONRR will provide answers about the WES, harassment guidance or policy, available resources, tips for combating harassment, and other frequently asked questions as they come available. The CCM office will use these FAQs as a resource for quarterly "tips" or "topics of interest."
  - Feedback - The CCM office will work with the Continuous Improvement Manager to identify a method for collecting and implementing feedback from employees on how to continue to improve our workplace culture.
- Managers/Supervisors Check-In: Managers and Supervisors can play an important role in the culture shift by checking in with employees on a regular basis. The CCM office will provide articles to the ONRR Manager/Supervisor group about how to recognize symptoms of harassment in the workplace, reminders about how to address harassment taken from "Civil Treatment for Leaders" training, and other information that proves valuable to this group.
- Create ONRR resource content for harassment, grievances, etc., under the "My Resources/Workplace Solutions" tab. This will link to Departmental and other available resources.

**Implementation Plan:**

The CCM office owns responsibility for getting information out to the general ONRR population and to Managers/Supervisors. All of ONRR must take ownership for living the values and demonstrating the behaviors that are conducive to a harassment-free workplace. ONRR will:

- Maintain employee involvement and commitment to the Dignity & Respect Campaign
- Ensure communication and outreach takes place with all ONRR employees
- Target communication directly to the Manager/Supervisor group for added value
- Ensure anti-harassment information and related actions included in new employee onboarding checklist

**Cost:** At this time, there is no cost for communicating information.

**Expected Outcomes/Impacts:**

- Increases culture of outreach and engagement with employees
- Increases leadership visibility and commitment to eliminating culture of harassment
- Incorporates importance of anti-harassment culture from the very beginning of an employee's career at ONRR

**Goal 4: Expand Training to Support Anti-Harassment Efforts**

**Description:**

The fourth goal of ONRR's plan to combat harassment in the workforce is to continue its commitment to training the agency's managers, supervisors and staff. Presently, ONRR's managers and supervisory personnel attend mandatory training to address harassment in the workplace, such as No Fear Act training as well as Prohibited Personnel Practices. In addition to mandatory training, ONRR's supervisory staff has, or is scheduled, to attend Civil Treatment for Leaders, which teaches agency leaders the skills and tools necessary to create and maintain a fair and professional workplace. ONRR plans to offer the Civil Treatment for Employees curriculum to all of its employees in 2018. Furthermore, ONRR will sustain its rich investments in training and mobilizing its Diversity Change Agents (DCA) cohort, who are dedicated to living out and enacting DOI's Workplace Strategy

cultivating a culture of inclusion in a safe and welcoming workplace. Lastly, ONRR will continue to analyze additional training options that help create a culture of dignity and respect at all levels.

**Implementation Plan:**

ONRR will commit to the following actions in order to combat anti-harassment within the agency:

- Ensure supervisors complete No Fear & Prohibited Personnel Practices training
- Continue teaching Civil Treatment for Leaders / Leading Diversity and Trust
- Offer Civil Treatment for Employees to all ONRR staff
- Provide initial DCA Training and/or Refresher Training
- Analyze additional training options

**Cost:**

The financial, resource, and time investments associated with providing anti-harassment training to ONRR's staff is moderate. In terms of financial costs, \$38,000.00 is required to purchase the materials necessary to provide the Civil Treatment for Employees (\$18K) and Leading Diversity and Trust (\$20K) classes for all of the agency's personnel. In addition to finances, considerable time is needed for ONRR's subject-matter-experts to teach both classes. Currently, two subject-matter-experts are trained and prepared to teach Civil Treatment for Leaders/Employees, with another four SMEs trained and ready to teach Leading Diversity and Trust. Given the limited SME pool, it will likely take several months, at least, to coordinate and fully train the entire ONRR staff on these topics.

**Expected Outcomes/Impacts:**

- Increases awareness among all agency personnel about anti-harassment responsibilities
- Reacquaints all ONRR staff with anti-harassment policy/principles and reemphasize the agency's zero-tolerance for workplace harassment
- Increases accountability
- Increases awareness among all agency personnel about anti-harassment responsibilities
- Change Agents serve as supportive personnel to facilitate cultural shifts

**Goal 5: Support Employee Voices**

**Description:**

The fifth part of ONRR's plan to combat harassment is to support employee voices. All employees need to have a resource available to know what options are available to them and how the process works when a complaint/grievance/report is made. ONRR will adopt a user centered approach to identify what, if any, additional information, resources, or tools, may be necessary.

**Implementation Plan:** ONRR will determine a forum to solicit input from employees on what, if any, additional information, resources, tools, and concerns they have and will develop a response plan to address the greatest need(s) by the end of 3rd Quarter 2018.

**Cost:** Currently, the only cost is employee's time in determining and conducting a forum to solicit employee feedback. Based on the feedback received from employees, ONRR will be able to further determine what resources are required to respond to employee's needs.

**Expected Outcomes/Impacts:**

- Creates a user-centered approach to actively support employees

- Based on the input from ONRR employees, the HCGB will determine next steps to address areas of concern.

### ***3.0 Action Item Responsibility Matrix***

The attached actions and metrics will be used to create a holistic picture of ONRR's manifestation of the agency's commitment to creating a safe and productive working environment.