



Culture Improvement Action Plan

June 2021, Second Edition



FEMA

This page intentionally left blank

Contents

Purpose	1
Background	2
1. Responding to Allegations	2
2. Assessing the Culture.....	2
3. Improving the Culture.....	3
Living Our Values	4
1. Compassion	4
2. Fairness	4
3. Integrity	5
4. Respect	5
RAND Recommendations	6
1. Ensure that prevention efforts address all problematic behaviors	6
2. Explore differences in culture and climate between offices that had low rates of civil rights violations and offices that had higher rates	6
3. Explore interventions with leadership at all levels to ensure that all understand how best to handle harassment and understand their responsibility to address it	7
4. Reduce barriers to reporting.....	7
5. Increase accountability and transparency in dealing with harassment and discrimination reports at all levels of leadership.....	7
6. Continue monitoring harassment and discrimination in the workforce.....	7
Action Plan.....	8
1. Engagement and Advocacy.....	9
1.1. Immediate Action	9
1.2. Action by July 2021	10
1.3. Action by December 2021	10
2. Training and Education	10
2.1. Action by July 2021	10

Culture Improvement Action Plan, Second Edition	
2.2. Action by October 2021	11
2.3. Action through March 2022	11
3. Messaging and Communications	11
3.1. Action by July 2021	11
3.2. Action by December 2021	11
4. Employee Resources.....	11
4.1. Ongoing Actions	11
5. Performance and Accountability	12
5.1. Action by July 2021	12
5.2. Action by September 2021	12
5.3. Action by October 2021	13
6. Monitoring and Assessment	13
6.1. Action by July 2021	13
6.2. Action by October 2021	13
6.3. Action by December 2021	14
Implementation	14

Purpose

A commitment to a workplace free of harassment and discrimination is fundamental to living our core values now and in the future. It is incumbent upon us to understand our employee's lived experiences in the workplace, and build and sustain an environment of professionalism, dignity, and respect. Though these findings are from a survey taken more than two years ago, it is not acceptable that our employees felt this way then, and it is certainly not acceptable now.

This is our second version of the "Culture Improvement Action Plan," which builds upon Agency accomplishments and achievements since the first reports of harassment and misconduct. While we collectively worked hard, instituted programs, and improved policies that address the very issues identified in the RAND survey, we are committed to continuous improvement.

The plan is designed to:

- Increase employee awareness of RAND survey results
- Provide transparent communication of workforce culture objectives, programs, and improvements and associated implementation timelines
- Demonstrate continued leadership commitment to our core values

Background

1. Responding to Allegations

In 2018, FEMA officials launched an internal investigation based on allegations of sexual harassment by a senior executive at the Agency. *The Washington Post*, *The Wall Street Journal*, and the *New York Times* all reported the story of the alleged harassment and misconduct in 2018, launching FEMA into the national headlines and spotlight. It would be the first of several investigations into alleged inappropriate sexual behavior by FEMA senior executives, some with subordinate employees, who resigned during the investigation, or were disciplined, up to and including termination. FEMA is committed to addressing such misconduct.

FEMA responded to media inquiries with complete transparency regarding the initial investigation, along with steps to address sexual harassment inside the organization. The Agency announced additional steps to combat sexual harassment, to include mandatory training, counseling services, and standing up an Office of Professional Responsibility (OPR). Another step included the procurement of services from an outside organization (RAND Corporation) to conduct an employee survey on workplace harassment and discrimination.

2. Assessing the Culture

In April and May 2019, at FEMA request, the Homeland Security Operational Analysis Center (HSOAC) fielded a survey designed to estimate the annual prevalence of workplace harassment and discrimination at FEMA and to assess employee perceptions of leadership and workplace climate objectively. To provide a more complete description of the types of civil rights violations experienced by FEMA employees, the survey assessed sexual harassment, gender-based harassment, racial/ethnic harassment, gender discrimination, racial/ethnic discrimination, and leadership and workplace culture. Civil rights violation is an umbrella term that includes harassment and discrimination based on any protected class.

All 19,917 FEMA personnel onboard with the Agency at the time of the survey were invited to participate, and 8,946 completed the survey (44.9 percent response rate). Responses were weighted to represent the Agency population. The survey results identified areas in need of improvement and will help guide FEMA leadership decisions about programming and policy responses.

The survey discovered that civil rights violations were common in the FEMA workplace with an estimated 29% of respondents categorized as experiencing a sex- or race/ethnicity-based civil rights violation in the past year. Overall, 1 in 5 FEMA employees were categorized as having experienced gender-based or sexual civil rights violations in the past year: roughly 1 in 4 women and roughly 1 in

7 men. Approximately 1 in 5 FEMA employees were categorized as having experienced racial/ethnic civil rights violations in the past year.



The survey also found that mistrust in senior leadership is a problem at FEMA. For those who reported discrimination to their supervisor, most were either neutral about or dissatisfied with FEMA’s response to the complaint. This could be because they perceived that supervisors took no action in response to reports of discrimination. In addition, 42.1% of respondents were encouraged to drop the issue.

Men had more positive perceptions of the work environment at FEMA than women did, generally. This was true for perceptions of supervisor and FEMA leader response to sexual harassment and of the general work environment climate. In addition, White or Hispanic employees had more positive perceptions of the environment than African American employees did.

3. Improving the Culture

In response to the 2018 internal investigation, FEMA embarked on a comprehensive initiative to re-emphasize importance of FEMA core values and enhance cultural wellness. The Agency developed and disseminated *Publication 1 (Pub 1)*, an internal publication intended to promote innovation and performance in achieving the FEMA mission, all while promoting unity, guiding professional judgement, and enabling each of us to fulfill our responsibilities. Pub 1 defines FEMA core values, marking transition from a state of response to one of accountability.

FEMA leaders took additional steps to improve workplace climate and culture, including establishment of the Office of Professional Responsibility (OPR). In October 2019, OPR stood up to investigate allegations of misconduct and harassment in a consistent, timely, and transparent manner. To empower OPR, FEMA trained all investigators in using victim-based approaches to investigate sexual harassment claims and increased the number of female investigators from zero to seven.

Additionally, FEMA provided anti-harassment/civil treatment trainings for all employees, engaged employees in “Lunch with a Leader” events, created and delivered the “Know Your Rights and Responsibilities” brochure to all employees as an easy and ready reference regarding where to go for concerns, and hosted senior leadership level townhalls promoting open and honest dialogue with employees.

Living Our Values

Our core values are compassion, fairness, integrity, and respect. They are the heart of what our Agency and our employees stand for and represent. These values form the foundation of who we are, what we believe, and who we want to be. We are committed to these core values, which apply to our interactions with everyone – colleagues, survivors, partners – every single day.

In reviewing our actions towards cultural improvement within the Agency since the release of the Culture Improvement Action Plan in December 2020, and based upon feedback from employees since the December 4, 2020 Agency-wide Town Hall, we can safely say that ***all actions to improve our Agency's culture are embedded in our core values. If each employee reads and synthesizes Publication 1, and upholds out core values contained therein, instances of harassment and discrimination will greatly reduce.***

Compassion	Integrity	Fairness	Respect
We are understanding, empathetic, and inclusive as we support fellow employees, partner organizations, individuals, and communities.	We earn trust by being accountable, present, honest, and dependable. Because we are the face of FEMA, our conduct – both on and off duty – matters.	We are consistent in our commitment to help others.	We are committed to active listening and welcome diversity of thought, opinion, and background. Together, we are stronger.

1. Compassion

Compassion is expression of our care for others. We are understanding, empathetic, and inclusive as we support fellow employees, partner organizations, individuals, and communities.

FEMA employees demonstrate compassion by:

- Showing empathy to a disaster survivor, and providing relevant information and direction
- Supporting a colleague by listening or assisting with a project, or when they are coping with a personal or family emergency
- Exercising patience when explaining our processes to one of our partners

2. Fairness

Fairness is treating everyone impartially, offering unbiased and consistent assistance, and ensuring equal access to resources and tools. We are consistent in our commitment to help others.

FEMA employees demonstrate fairness by:

- Providing programs and services that ensure equal access for survivors with disabilities
- Treating all colleagues equitably, professionally, and consistently
- Creating a standardized review process for stakeholder requests that ensure all applicants are considered equally

3. Integrity

Integrity encompasses our responsibility as stewards of federal resources, services, and programs, and our conduct as trusted professionals. We earn trust by being accountable, present, honest, and dependable. Because we are the face of FEMA, our conduct – both on and off duty – matters.

FEMA employees demonstrate integrity by:

- Applying the highest levels of honesty and transparency in everything we deliver to those we serve
- Acting and standing up for our colleagues when we see something wrong by doing what is necessary and appropriate to make it right
- Holding ourselves accountable so that our partners can rely on us to be truthful and to follow through

4. Respect

Respect is the practice of acknowledging the value of the people we work with and serve. We are committed to active listening and welcome diversity of thought, opinion, and background. Together, we are stronger.

FEMA employees demonstrate respect by:

- Treating each survivor with dignity and allowing them to maintain their personal autonomy and self-determination
- Fostering a healthy, safe, and positive environment where managers and staff enjoy working together
- Building trusted relationships with partners in which we value different points of view and listen to one another

RAND Recommendations

Behind RAND findings, the report also speaks to a FEMA culture where many employees do not trust their supervisors or their senior leaders, see significant barriers to reporting, and many employees who filed a complaint are dissatisfied with the response they receive. To address these issues, the RAND report offers six recommendations to address systemic deficiencies and to improve the FEMA culture.

The recommendations are:

1. Ensure that prevention efforts address all problematic behaviors.
2. Explore differences in culture and climate between offices that had low rates of civil rights violations and offices that had higher rates.
3. Explore interventions with leadership at all levels to ensure that all understand how best to handle harassment and understand their responsibility to address it.
4. Reduce barriers to reporting.
5. Increase accountability and transparency in dealing with harassment and discrimination reports at all levels of leadership.
6. Continue monitoring harassment and discrimination in the workforce.

1. Ensure that prevention efforts address all problematic behaviors.

RAND notes that while the motivation for the survey was sexual harassment, future FEMA mitigation and prevention commitments must also address sexist or offensive comments, as well as racial-, gender-, and ethnicity-based mistreatment. FEMA needs to ensure its policies and practices support fair, equitable, and a safe workplace, consistent with our core values.

2. Explore differences in culture and climate between offices that had low rates of civil rights violations and offices that had higher rates.

Through this recommendation, RAND suggests FEMA examine why some offices had lower rates of civil rights violations than others. FEMA should perform a systematic review and identify and promote best practices, as appropriate, then socialize them broadly.

3. Explore interventions with leadership at all levels to ensure that all understand how best to handle harassment and understand their responsibility to address it.

The third RAND recommendation addresses leader engagement and suggests a more visibly united front at all levels of leadership would send a clearer signal to employees about what types of behavior are appropriate and acceptable.

4. Reduce barriers to reporting.

In the fourth recommendation, RAND notes that there are conditions that may have prevented FEMA employees from reporting harassment and discrimination. Most notably, FEMA lacked employee training and education about the offices and processes to promote employee reporting. The most common barrier cited in the RAND survey, however, for not reporting harassment is that employees did not believe the Agency would take appropriate remedial action. Lastly, FEMA employees reported that they held concerns of being labeled a “trouble-maker” or feared retaliation for reporting complaints.

5. Increase accountability and transparency in dealing with harassment and discrimination reports at all levels of leadership.

In their fifth recommendation, RAND notes less than half of employees who reported harassment or discrimination were satisfied with the response and remedial action taken. Employees believe agency leaders at all levels need to be accountable to build trust in the system.

6. Continue monitoring harassment and discrimination in the workforce.

The final RAND recommendation emphasizes importance of sustained surveillance of employee observations and sentiment as a direct means to routinely assess the effect of the Agency’s intervention and mitigation measures.

Action Plan

The RAND report was a snapshot in time, more than a year and a half ago. In the time since, FEMA has worked to build and institute programs and improve policies that address the very issues this survey confirmed as areas for improvement. Important highlights include the following:

- FEMA revised Pub 1 as its capstone doctrine, helping all employees to understand our role in the community, with an emphasis on living our core values of compassion, fairness, integrity, and respect, and is designed to foster a supportive, healthy, and productive environment throughout our organization. Core values have been incorporated into leadership training series (example: FEMA Incident Management Academy's 600-series courses). Pub 1 is the common reference that employees should use to shape their actions.
- In October 2019, OPR stood up to ensure expeditious, fair, and objective investigation of allegations of misconduct and harassment.
- FEMA developed and implemented Standards of Conduct for all employees.
- FEMA required anti-harassment training for all employees. All senior executives were trained, and trainers continue to offer anti-harassment classes for all staff.
- FEMA Administrator and Chief of Staff conducted weekly or bi-weekly meetings with the Office of Equal Rights, (OER), Office of the Chief Component Human Capital Officer (OCCHCO)/Labor Employee Relations (LER), and OPR Responsibility to discuss matters relating to employee misconduct and accountability. Awards and disciplinary infractions/results, the "Good Order and Discipline Report," are now available quarterly in the "FEMA Weekly" and on the OCCHCO Intranet site.
- Allegations that OCCHCO and OER mishandled cases relating to hiring and promotion processes were reviewed and resolved following FEMA examination.
- FEMA offered "Safe Space" training by the [Rape, Abuse and Incest National Network \(RAINN\)](#) to staff beginning in the fall of 2019. These trainings will currently continue through March 2022.
- Senior leaders held town halls in their organizations to discuss our core values. Of note, the Administrator held an Agency-wide Town Hall on December 4, 2020 to address the RAND report findings, FEMA's action plan to improve its culture, and to answer employees' questions.
- FEMA implemented Unconscious Bias and Civil Treatment trainings, as well as the Advanced Supervisory Training and Management Development Program for supervisors and managers. FEMA's training institutions (Emergency Management Institute, National Fire Academy, Center for Domestic Preparedness) implemented several coordinated measures to ensure FEMA's campuses are free from harassment and discrimination.
- As of March 2021, deployed staff now receive more robust field evaluations, which are stored in the performance system of record, increasing accountability. Additionally, the Deployment Tracking System (DTS) now reflects organizational charts to clearly show employees' command structure and first line supervisor, highlighting transparency.
- Improved exit surveys as well as supervisory/managerial resources found on the [Retention Toolkit](#) provide enhanced tools for employee retention efforts. Data obtained from separating

employees can also inform future improvements to organizational culture.

While actions taken in the past 24 months are positive steps in providing a work environment free from harassment and misconduct, we recognize our work is not done. Therefore, considering RAND’s findings and recommendations, in December 2020, FEMA identified discrete activities – as an Action Plan – to occur in the next three, six, and twelve months to address challenges uncovered by the survey of FEMA employees. These FEMA activities reflect its commitment to continual improvement and are organized into the following six focus areas: Engagement and Advocacy; Training and Education; Messaging and Communications; Employee Resources; Performance and Accountability; and Monitoring and Assessment. This second version of the Action Plan updates the activities and maintains these six focus areas. This second version also widens the stakeholders involved in these activities to be broader than Headquarters Offices identified in the previous version.

While these focus areas characterize activities to change FEMA culture and represent commitments to employees, they do not correspond one-for-one with each RAND recommendation. Each focus area and the associated activities addresses multiple RAND recommendations for improvement, as depicted in Figure 1:



Figure 1: Action Plan Focus Areas and RAND Report Recommendations Crosswalk

For each activity to address report findings or RAND recommendations, there are supporting actions through time.

1. Engagement and Advocacy

Following release of the RAND findings, the Administrator conducted a Town Hall with FEMA employees to promote and walk through the results from RAND as well this Culture Improvement Action Plan. Employee comments since December 2020 highlight that the original version of the Plan contained numerous “top down” communications but did not articulate ways to receive employee observations, feedback, and recommendations. Based on these comments, FEMA will review and pursue a fresh round of leader engagements to reach out to the workforce and advocate for our core values. Additionally, a campaign of virtual roadshows will continue at Headquarters, with each region, and in the field. These roadshows will arm employees with pertinent knowledge as well as solicit employee input.

1.1. Immediate Action

Action: All FEMA employees should review *Publication One (Pub 1)*, our capstone doctrine, on a

recurring basis. As its doctrine states, *“The intent of our Pub 1 is to promote innovation, flexibility, and performance in achieving our mission. It promotes unity of purpose, guides professional judgment, and enables each of us to fulfill our responsibilities.”*

1.2. Action by July 2021

Action: Convene Senior Leader virtual “Town Halls” and “Listening Tours.”

- Senior leadership in FEMA regions and components should conduct the appropriate venues (town hall and listening tour format) to solicit employee input and provide the stimulus for culture improvement. Components should be mindful that they may have nondeployed Reservists that require this information.

1.3. Action by December 2021

Action: Empower and resource FEMA Employee Resource Groups to build advocacy for employees related to core values and anti-harassment. Provided with the necessary resources, FEMA Employee Resource Groups (FERGs) can act as advocates and engage peers in key segments of our workforce in a way that our leaders cannot.

- The Office of the Chief Component Human Capital Officer will reach out and hold listening sessions with the leadership of each of the FERGs– including the SES Champion and FERG officers – during Fiscal Year (FY) 2021 Quarter 4 and based on feedback, coordinate with other Headquarters Offices to ensure that FERGs are resourced, empowered, and visible. OCCHCO will also continue ongoing efforts with the FERGs to review FEMA Directive #112-10 FEMA Employee Resource Groups and update as needed. Current Webpage: <https://usfema.sharepoint.com/teams/OCCHCOHCI/DIEE/IDC/FERG/Pages/default.aspx>.

2. Training and Education

The RAND report identifies training and education as an opportunity to help the workforce, Agency leaders, and supervisors to address workplace harassment and the other challenges within FEMA culture. While time is limited during new employee onboarding, FEMA continues to educate all new staff on core values and specifically address our commitment to a workplace free of harassment and discrimination and has adjusted new employee onboarding and orientation to provide the appropriate information on culture improvement efforts. FEMA will identify and set aside specific days/times for all supervisors to complete training related to culture improvement. Additionally, FEMA revision of the curricula of FEMA’s leadership development programs as needed to ensure they are venues that contribute to culture improvement.

2.1. Action by July 2021

Action: Conduct supervisor “stand-down” to complete training that supports culture improvement.

- The Office of the Chief Component Human Capital Officer will design and broadly schedule a training standdown for all supervisors and managers within FEMA to cover vital culture improvement topics. The regions and components will then schedule the specific dates most feasible, with the intent of accomplishing the standdown before the middle of the 2021 Hurricane Season.

Action: Revise curricula of academic and leadership development programs.

- The Office of the Chief Component Human Capital Officer will review, revise, and expand academic and leadership development programs to include the relevant information on building the appropriate culture, organizational change, emotional intelligence, and conflict resolution.

2.2. Action by October 2021

Action: Fifteen Field Leaders attend Racial Equity Institute (REI) training.

- The Field Operations Directorate (FOD), within the Office of Response and Recovery (ORR) has allocated resources to provide race and equity training through REI to at least fifteen Federal Coordinating Officers (FCOs) and Incident Management Assistance Team (IMAT) Leads. Additional training opportunities will take place in FY 2022. REI works with organizations to develop tools to challenge patterns of power and grow equity through interactive conversations and trainings.

2.3. Action through March 2022

Action: Continue Sexual Misconduct Awareness and Response Initiative training at Joint Field Offices (JFOs).

- Since early 2020, RAINN Initiative trainings have occurred at 10 JFOs with approximately 1,000 participants. In addition to RAINN trainings, JFO staff also attend an OER/OPR/LER discussion on policies and processes for reporting misconduct, allowing participants to understand how to apply the trainings when needed. Through March 2022, FOD will fund and support holding six additional trainings at JFOs and other field offices, with the potential to reach another additional 600-700 field employees.

3. Messaging and Communications

Many activities listed in the December 2020 version of the Culture Improvement Action Plan were “top down” in nature rather than incorporating “bottom up” feedback. FEMA will refine communications efforts to facilitate culture improvement.

3.1. Action by July 2021

Action: Build and sustain internal communications program.

- The Office of External Affairs will develop and implement a robust internal communications program to assist in improving the Agency’s culture.

Action: Establish additional employee venues.

- The Office of External Affairs will establish additional employee venues to facilitate the discussion of culture improvement actions so that any member of FEMA is able to share their story and experience with the Agency.

3.2. Action by December 2021

Action: Refine internal communications program.

- The Office of External Affairs will refine the internal communications program based on effectiveness and feedback.

4. Employee Resources

FEMA developed a central “landing page” on the FEMA Intranet to serve as a one-stop shop for employees looking for resources regarding culture improvement. Similar to “[Pub 1](#)” and “[FEMA Forward](#),” this site features key messaging, Frequently Asked Questions, survey results and statistics, and will soon include case studies, best practices, and other relevant information.

4.1. Ongoing Actions

Action: Sustain landing page content.

- Contributing offices (OEA, OER, OPR, OCCHCO) will sustain landing page content to ensure currency and relevancy.

Action: Sustain Retention Toolkit content.

- OCCHCO will maintain Retention Toolkit content to provide additional actionable tools that can be used to keep top talent at FEMA and help mature the Agency’s retention efforts.

5. Performance and Accountability

Fewer than half of employees who reported discrimination or harassment are satisfied with FEMA’s response and many are left with the impression that nothing is done. FEMA, therefore, must dedicate itself to improving Agency processes to ensure timely resolution of employee complaints and routine reporting to enhance employee situational awareness. FEMA codified its commitment to a workplace free of harassment and discrimination by integrating a specific priority into the Administrator’s Annual Planning Guidance (APG). The Office of Equal Rights, Office of the Chief Component Human Capital Officer/Labor Employee Relations, and the Office of Professional Responsibility presently engage with the Administrator and Chief of Staff on employee misconduct, harassment, and accountability matters as needed. The Office of the Chief Component Human Capital Officer reports employee awards and infractions/discipline on in the *FEMA Weekly* and on the OCCHCO SharePoint to inform and maintain employee situational awareness.

5.1. Action by July 2021

Action: Each region and FEMA component appoint a “Culture Improvement Champion.”

- Each region and component will appoint an SES/GS-15 “Culture Improvement Champion” to ensure accountability that action to improve culture are being implemented and act as the regional/component point of contact for implementation questions and comments.

Action: Revision of Regional Administrator (RA) Designation and Delegation Memorandum Templates

- Each region, the Office of Chief Council (OCC), and FOD will collaborate to revise and finalize the RA Designation and Delegation Memorandum Templates to include delegating authority to FCOs and Disaster Recovery Managers (DRMs) with additional management expectations. In addition to prioritizing the safety of all employees, the revision will include the responsibility of FCOs and DRMs to ensure a positive workplace culture and deployment opportunity for all employees that is free of bullying, harassment, and discrimination.

Action: Inform contractors of cultural expectations during onboarding.

- The Office of the Chief Procurement Officer will ensure that contracting officers are reiterating the expectations of a safe environment and the standards of *Pub 1* with all FEMA contractors upon beginning work for FEMA. This will include emphasizing all forms of anti-harassment training in all future contract performance work statements

Action: Finalize FEMA's Anti-Harassment Program Instruction

- The Office of Professional Responsibility will finalize FEMA's Anti-Harassment Program Instruction that allows our Agency to have its own, specific guidance on this important topic.

5.2. Action by September 2021

Action: Type 2 Federal Coordinating Officers are aligned to a specific region and report to the respective Regional Administrator.

- To increase accountability and transparency in dealing with harassment and discrimination reports at all levels of leadership, the Field Operations Directorate will now align several field leaders be supervised by the Regional Administrator. This line of authority change allows for closer supervision and supports higher accountability standards set for FEMA FCOs.

5.3. Action by October 2021

Action: Develop additional employee awards.

The Chief Component Human Capital Officer will organize a team to solicit ideas and develop recommendations for additional awards for FEMA's workforce. One suggestion from input to the Culture Improvement Action Plan of December 2020 include an Assistant Administrator's Award, to recognize the most significant special acts and achievement(s) performed by FEMA staff. This would be one of highest honors/forms of recognition that can be given to staff within a directorate by the assistant administrator of that directorate. This award would be standard in format but decentralized in award and delivery. Second, employees have suggested additional peer-recognition awards opportunities. This team should consider these, and any future recommendations, in expanding the number of awards available to recognize employees.

Action: Include specific performance measures and targets in SES performance plans to align with Annual Planning Guidance, Line of Effort 1.1.

- The Office of the Chief Component Human Capital Officer will revise SES performance plans to include measures to rate the individual's contribution to culture improvement within FEMA.

6. Monitoring and Assessment

The RAND survey responses are over two years old and lend themselves to comparison with the 2019 Federal Employee Viewpoint Survey (FEVS) results for potential gap analysis. FEMA has begun that comparison and is also meeting with those offices that performed higher than others, to uncover and socialize best practices Agency-wide. FEMA has validated its formal exit survey and has provided guidance for exit interviews to gain further insight. A Barrier Analysis is now underway with OER. FEMA remains committed to a follow-on survey or assessment, possibly including focus groups, in the year ahead.

6.1. Action by July 2021

Action. Conduct benchmarking for best practices in culture improvement.

- The Office of Policy and Program Analysis and Office of the Chief Component Human Capital Officer will lead a two-pronged benchmarking study to determine past best practices in cultural improvement. This study will include other federal agencies' past efforts. This study will broaden the Agency's future options by allowing the import of tried and true ideas and techniques. Second, this study will identify and leverage industry best practices.

6.2. Action by October 2021

Action: Complete "deep-dive" review and analysis of higher-performing offices.

- The Office of Policy and Program Analysis and the Office of the Chief Component Human Capital Officer will conduct an analysis to determine the common characteristics of higher-performing offices within FEMA's regions and components, leveraging information obtained through exit interviews among other data sources.

Action: Complete barrier analysis.

- The Office of Equal Rights will complete the ongoing barrier analysis.

Action: Conduct 360-degree feedback pilot.

- The Office of Policy and Program Analysis and the Office of the Chief Component Human Capital Officer will design and conduct a pilot 360-degree feedback study to determine the possibility of integrating 360-degree feedback as part of supervisor/manager individual development plans.

6.3. Action by December 2021

Action: Conduct annual Agency-wide climate assessment (follow-on surveys, focus groups).

- The Office of Policy and Program Analysis, Office of the Chief Component Human Capital Officer, Office of Professional Responsibility, and the Office of Equal Rights will develop and assess Agency culture by December 2021.

Implementation

This Action Plan v2.0 addresses challenges described, and the six recommendations identified, in the RAND report. While these activities reflect our core values and represent comprehensive commitment to FEMA employees, they are not automatic. They require our collective attention, as well as further agency resourcing and dedicated program planning.

The notional timeline presented below represents the implementation actions outlined in this Action Plan. While implementation timeframes may vary from the projected dates below, it is the Agency's intention to initiate these efforts and encourage its workforce to actively engage in critical cultural improvement actions over the next 12 months.

Engagement and Advocacy	All Review <i>Publication 1</i>	Convene Senior Leader virtual “Town Halls” and “Listening Tours.”		Empower and resource FERGs
Training and Education		- Conduct supervisor “stand-down” - Continue Anti-Sexual Harassment training at joint field offices	- Revise/expand curricula - Field Leaders attend Racial Equity Institute training	
Messaging and Communications		- Build/sustain internal communications program - Establish additional employee venues		Refine internal communications program
Employee Resources				- Sustain landing page content - Sustain Retention Toolkit content
Performance and Accountability		- Appoint “Culture Improvement Champions” - Inform contractors of cultural expectations - Finalize FEMA’s Anti-Harassment Program Instruction - Revision of RA Designation and Delegation Memorandum Templates	- Develop additional employee awards - Selected Federal Coordinating Officers report to the respective Regional Administrator - Align SES performance plans	
Monitoring and Assessment		- Conduct benchmarking for best practices in culture improvement	- Complete “deep-dive” review and analysis of higher-performing offices - Complete barrier analysis - Conduct 360-degree feedback pilot	Conduct annual Agency-wide climate assessment (follow-on surveys, focus groups)

Figure 1: Implementation Activities for each Focus Areas

All FEMA regions and components should consider the activities in this Action Plan as the minimum required to take immediate action towards improved culture and a safe workplace free of harassment and discrimination. All leaders are charged with additional measures as suited for your situation and locale.

The Office of the Administrator will track progress through Annual Planning Guidance reporting, senior executive service updates, and most importantly, by engagement with FEMA’s workforce. The next update to this Action Plan will occur in October 2021.

Appendix A: Accountable Executive Expectations

Accountable Executives are responsible for engaging other leaders across the Agency, planning implementation, identifying, and justifying resource requirements, and reporting and evaluating accomplishments and performance data related to the Culture Improvement Action Plan Actions.

Table 1: Accountable Executives

ACTION PLAN FOCUS AREA 1 - ENGAGEMENT AND ADVOCACY	
Accountable Executives: Deputy Chief of Staff and Regional Administrator for Region 3	
<i>Action</i>	<i>Accountable Executive</i>
All FEMA employees should review <i>Publication One (Pub 1)</i> , our capstone doctrine, on a recurring basis.	Associate Administrator for Policy and Program Analysis
Convene Senior Leader virtual “Town Halls” and “Listening Tours.”	Director, Office of External Affairs
Empower and resource FEMA Employee Resource Groups to build advocacy for employees related to core values and anti-harassment. Provided with the necessary resources, FEMA Employee Resource Groups can act as advocates and engage peers in key segments of our workforce in a way that our leaders cannot.	Chief Component Human Capital Officer
ACTION PLAN FOCUS AREA 2 – TRAINING AND EDUCATION	
Accountable Executives: Chief Component Human Capital Officer and Regional Administrator for Region 6	
<i>Action</i>	<i>Accountable Executive</i>
Conduct supervisor “stand-down” to complete training that supports culture improvement.	Chief Component Human Capital Officer
Revise curricula of academic and leadership development programs.	Chief Component Human Capital Officer
Fifteen Field Leaders attend Racial Equity Institute (REI) training.	Assistant Administrator, Field Operations Directorate

Continue Sexual Misconduct Awareness and Response Initiative training at Joint Field Offices (JFOs).	Assistant Administrator, Field Operations Directorate
ACTION PLAN FOCUS AREA 3 – MESSAGING AND COMMUNICATIONS	
Accountable Executives: Director, Office of External Affairs and Regional Administrator for Region 8	
<i>Action</i>	<i>Accountable Executive</i>
Build and sustain internal communications program.	Director, Office of External Affairs
Establish additional employee venues.	Director, Office of External Affairs
Refine internal communications program.	Director, Office of External Affairs
ACTION PLAN FOCUS AREA 4 – EMPLOYEE RESOURCES	
Accountable Executives: Chief Component Human Capital Officer and Regional Administrator for Region 7	
<i>Action</i>	<i>Accountable Executive</i>
Sustain landing page content.	Director, Office of External Affairs
Sustain Retention Toolkit content.	Chief Component Human Capital Officer
ACTION PLAN FOCUS AREA 5 – PERFORMANCE AND ACCOUNTABILITY	
Accountable Executives: Deputy Chief of Staff and Regional Administrator for Region 4	
<i>Action</i>	<i>Accountable Executive</i>
Each region and FEMA component appoint a “Culture Improvement Champion.”	Deputy Chief of Staff
Revision of RA Designation and Delegation Memorandum Templates	Chief Counsel
Inform contractors of cultural expectations during onboarding.	Chief Procurement Officer
Finalize FEMA Anti-Harassment Program Instruction	Director, Office of Professional Responsibility
Type 2 Federal Coordinating Officers are aligned to a specific region and report to the respective Regional Administrator.	Deputy Chief of Staff
Develop additional employee awards.	Accountable Executive: Chief Component Human Capital Officer
Include specific performance measures and targets in SES performance plans to align	Accountable Executive: Chief Component Human Capital Officer

with Annual Planning Guidance.	
ACTION PLAN FOCUS AREA 6 – MONITORING AND ASSESSMENT	
Accountable Executives: Associate Administrator for Policy and Program Analysis and Regional Administrator for Region 10	
<i>Action</i>	<i>Accountable Executive</i>
Conduct benchmarking for best practices in culture improvement.	Associate Administrator for Policy and Program Analysis
Complete “deep-dive” review and analysis of higher-performing offices.	Associate Administrator for Policy and Program Analysis
Complete barrier analysis.	Director, Office of Equal Rights
Conduct 360-degree feedback pilot.	Associate Administrator for Policy and Program Analysis
Conduct annual Agency-wide climate assessment (follow-on surveys, focus groups).	Deputy Chief of Staff