

RISE

A Vision for Culture Change

RISE – **R**espectful, **I**nclusive, **S**afe, and **E**ngaged – is a vision for culture change and will be an ongoing effort to improve the National Park Service culture and work environment. The RISE vision forms the cornerstone of our efforts to encourage a culture that embraces fairness, accessibility, diversity in its many forms, and the value of creating a sense of belonging and safety for our employees. NPS employees have a deep and abiding dedication to public service and the mission of this organization. We owe it to them to nurture an environment and culture worthy of the commitment employees have made to the NPS and the passion that employees have to work here.

The NPS has launched many different efforts over the years to improve the work environment and make progress on Diversity, Equity, Inclusion, and Accessibility (DEIA). Many across the Service embraced those efforts and made progress in individual parks and programs and started many creative and inspired best practices that continue today. While there has been significant progress on work environment and culture and DEIA in some work units because of those efforts, our slower progress nationally tells us that we cannot put the burden of continual improvement on individual managers and supervisors alone. RISE is both a vision for culture change and a commitment from NPS leadership to address the underlying policies, procedures, informal practices, and support mechanisms that directly contribute to the work environment and culture we have today.

This document outlines the initial actions NPS leadership commits to between now and the end of calendar year 2025. The actions you see here are just a start to make change – they are in direct response to feedback you have shared in the Federal Employee Viewpoint Survey, information from other employee outreach opportunities, and research on National Park Service work culture. Each action has an assigned lead function at the national level. For some actions, much of the work will be done at the national or regional level. Other actions will require that all levels of the organization play a role. We hope these actions also continue to spark conversation and action at the local level on what you can do in your work unit to advance the RISE vision. RISE is a continual work in progress, not a one-time initiative – it will encompass a wide range of strategies and actions intended to improve the work environment, including strategies and actions to improve not just the overall culture, but specifically workforce DEIA, and employee health and safety. We will frequently report on progress and share good news and best practices. We also anticipate continual adjustments and additions as we hear more from all of you about what is and isn't working and other changes you would like to see in the workplace.



Respectful

We hold ourselves and others in the highest regard. We challenge ourselves to value other perspectives and improve upon how we communicate and interact. We are accountable to one another.

Inclusive

We recognize that each of us is vital to successfully executing the mission. We seek diverse perspectives and remove barriers to participation. We promote a professional environment where every individual is invested in, heard, and valued.

Safe

We are protected from physical, emotional, and psychological harm. We are empowered to speak up and share concerns, ideas, and questions. We are free to be vulnerable and open, and take responsibility for mistakes without fear of retribution, knowing that we have a responsibility to learn from what has not gone well.

Engaged

We actively participate in carrying out the mission. We share our unique talents, innovate, and strive to empower one another. We understand how our work is interconnected and essential to the NPS.

Background

The National Park Service (NPS) leadership team, primarily the deputy directors, regional directors, and associate directors, began a strategic planning initiative in Fall 2021 to address employee feedback on work environment and culture and lack of progress on workforce DEIA. In addition to relying on data and information provided by the Federal Employee Viewpoint Survey, the Voices Tour, and research such as the Yale study, we engaged external subject matter expertise to assess current Diversity, Equity, Inclusion and Accessibility (DEIA) related programs and initiative. During this process, we identified areas for improvement and developed strategies and actions for improvement in the areas identified. The project was led by the Deputy Director of Management and Administration (DDMA) and Associate Director for Workforce & Inclusion.

The process for designing these actions included research of existing programs, initiatives, and workforce assessments to determine the current state of the overall work environment and workforce DEIA in the NPS. The process was intentionally collaborative and included focus groups and individual conversations with leaders across NPS, including executive leadership, regional directors (RDs), associate directors (ADs), SES superintendents, and the Superintendent Leadership Roundtable Advisory Group.

Following the initial data gathering process, ADs and RDs convened for a leadership summit in June 2022 to engage in a two-day facilitated strategic planning process to do organizational benchmarking for the employee experience and DEIA, create a shared vision for the future state of the NPS employee experience and workforce DEIA, and propose goals and SMART objectives for an overall strategy and actions over the next few years.

The RISE concept initially arose out of ongoing work and in-depth conversations among a group of program managers who are subject matter experts in areas that support employees. The concept continued to develop through strategic planning sessions and follow-up engagement with employees after earlier efforts such as the Voices Tour in 2018. The concept was later adopted by the Safety Leadership Council as they expanded their scope to consider psychological as well as physical safety of our employees. The National Leadership Council has adopted RISE as the overall vision for the NPS workplace and as an organizing framework for efforts to improve the employee experience.

LEADERSHIP AND ACCOUNTABILITY

The NPS aims to cultivate leaders who actively engage employees, create space for employee voices in decision-making, demonstrate the value of workplace diversity, and hold themselves and their employees accountable for civility and respect in their relationships with others. NPS leaders and supervisors must see achievement of RISE as an important part of their responsibilities. In addition, the NPS must provide appropriate development opportunities to support leaders in these responsibilities and must assess RISE-related competencies when determining succession pools for leadership. These actions are intended to help achieve these goals and respond to employee feedback on NPS leadership from the Federal Employee Viewpoint Survey and other tools.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Embed RISE into NPS individual supervisory performance evaluations	Establish clear expectations for NPS leaders and supervisors on fostering a RISE environment.	Workforce and Inclusion	FY23 Q3 – Issue guide to supervisors on fostering a RISE environment	FEVS Supervisor Index FEVS DEIA Index	Not Started
	Include standard RISE expectation language in supervisor performance plans for accountability and consistent performance evaluation.	Workforce and Inclusion	FY23 Q4 – Updated supervisor performance plans for use in FY24 with specific performance indicators for level 3, 4, and 5 performance.	FEVS Supervisor Index FEVS DEIA Index	Not Started
2. Embed RISE competencies into NPS leadership and supervisory development	Ensure NPS Supervisory Foundations (the new supervisor course) includes competencies for fostering a RISE environment, including psychological safety, conflict management, and leading diverse teams.	Workforce and Inclusion	FY23 Q3 – Complete appropriate updates to NPS Supervisory Foundations and began delivering refreshed course.	FEVS Supervisor Index FEVS Inclusion Index	Not Started
	Provide targeted RISE-related learning resources for leaders at executive and	Workforce and Inclusion	FY23 Q4 – Pilot RISE leadership champions training program	FEVS Employee Engagement	Not Started

	senior management levels to develop and practice competencies.			FEVS DEIA Index	
	Establish a 360-degree program for all supervisors. All supervisors will receive a 360-degree assessment and follow-up coaching on a regular cycle, for example, once every two to three years.	Workforce and Inclusion	FY23 Q2 – Identify contract provider for 360-degree assessment program FY23 Q4 – Contract awarded pending funds availability FY24 Q1 – Pilot 360 assessment with first group of supervisors	FEVS My Supervisor questions	Underway
	Create an online resource for leaders at all levels to engage in continuous learning and skill development around RISE.	Workforce and Inclusion	FY23 Q3 – Publish online resource	FEVS Employee Engagement Index FEVS DEIA Index	Not Started
3. Ensure compliance and transparency with anti-discrimination and anti-harassment policies.	Revise 16E policy and procedures to address feedback received from supervisors, employees, and the Employee Relations community on scope, bottlenecks, slow resolution, clarity, and transparency.	Workforce and Inclusion	FY23 Q4 – Issue final revised policy	Complaint resolution times	Underway
	Expand the anti-harassment program and amend the complaints process to address all allegations of harassment, bullying and abusive behavior, not just illegal harassment against those in a protected class.	Workforce and Inclusion	FY23 Q4 – Provide guidance to employees on expansion of the program and the amended complaints process	FEVS harassment questions	Underway
	Share reports from the harassment reporting system with leadership monthly.	Workforce and Inclusion	FY23 Q2 – Distribute first monthly report	FEVS harassment questions	Underway

	Post biannual reports on harassment allegations and resolution for all employees.	Workforce and Inclusion	FY23 Q2 – Post first biannual report	FEVS	Underway
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INTERNAL COMMUNICATIONS

The NPS seeks to broaden and align communication channels and networks throughout NPS to provide more information on what is happening within the organization. These actions respond to employees' desire for greater contact and communication with leadership and the strong desire for more transparency around decision-making and leadership actions. In addition, these actions begin to address employee feedback about the difficulty of accessing basic employee resource information they need as NPS employees as well as policies, procedures and job aids they need to do their jobs.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Consistently communicate NPS leadership's intent and progress towards RISE.	Create an InsideNPS RISE site. Includes updates on action plan progress, NLC/RLC notes, and results of surveys such as FEVS /work environment studies /AARs.	Office of Communications	FY23 Q2 – Launch RISE site	FEVS Internal Communications questions	Completed
	Senior leaders (DDs, ADs, RDs) commit to at least 2 listening sessions annually on working towards a RISE culture with employees across the Service each year – pair with a process to share and react to that feedback.	Deputy Director, Management and Administration, Office of Communications	FY23 Q3	FEVS Leaders Lead	Not Started
	Monthly or bimonthly communications from leaders on fostering a RISE culture, good news stories from the field, and spotlights on progress towards RISE.	Workforce and Inclusion and Office of Communications	FY23 Q2	FEVS Leaders Lead	Not Started

2. Develop an employee communications strategy, including establishing an internal communications team.	Research, identify and apply analytical tools to assess the effectiveness of our communications efforts (adjust focus and tactics as needed).	Office of Communications	FY23 Q1 – Administer an internal communications survey to all employees FY23 Q4 - Updated internal communications plan with expectations for user interface and engagement identified	FEVS Internal Comms questions	Underway
	Establish a cadence for national and regional leadership meetings (down to the program manager/superintendent level) and set expectations for those leaders to communicate regularly with employees (meetings, emails, newsletters, etc.) on happenings within their unit(s) and within the NPS as a whole.	Office of Communications	FY23 Q2	FEVS Internal Comms questions	Not Started
	Create a toolkit and templates for managers to tier down communications (tools, templates, timing).	Office of Communications	FY23 Q3 - Toolkit completed and approved for distribution to managers	FEVS Internal Comms questions	Underway
	Develop a plan to improve Inside NPS.	Office of Communications, Information Resources	FY23 Q3		Underway
	Create internal comms editorial calendar.	Workforce and Inclusion, Office of	FY23 Q2 - Editorial calendar completed and approved	FEVS Internal Comms questions	Underway

		Communications			
3. Provide greater transparency around senior leaders' deliberations and decisions.	Within 3 weeks of the completion of leadership gatherings (e.g., DEIA summit, NLC meetings, etc.), send an all-employee communication that highlights agenda and outcomes is provided to employees.	Office of Communications	Ongoing	FEVS Internal Comms questions	
4. Make leadership more visible and accessible to the workforce.	Create an internal SharePoint/landing page to "meet the leadership."	Workforce and Inclusion, Office of Communications	FY23 Q1 – Landing page created and populated by ADs and RDs	FEVS Leadership Questions	Complete
5. Ensure that all communications are accessible to the entire workforce.	Ensure email messages and memos sent to employees are 508 compliant and Teams meetings model best practices for accessible communications.	Information Resources, Office of Communications	FY23 Q3 – Provide easy-to-use job aids to employees on implementing best practices for accessible communications		Underway
	Develop a plan to provide solutions for employees without regular computer access.	Workforce and Inclusion, Information Resources, Office of Communications	FY24 Q1 - Plan complete and approved		Not Started

RECRUITMENT AND STAFFING

The NPS must actively seek out and hire diverse, high-quality candidates to support the NPS mission, yet hiring managers report being frustrated by the hiring process and feel that our current practices are barriers to bringing talent into the NPS. In addition, the NPS needs to specifically improve recruitment efforts with under-represented groups to address workforce demographics that do not yet reflect the American public that we serve. The actions below are a commitment to appropriately resource recruitment efforts across the Service and to address recruitment barriers through thorough analysis and adjustment of problematic policies and practices.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Establish a national recruiting office staffed by individuals with relevant recruiting and DEIA experience.	Hire four recruitment professionals and establish a national recruiting office.	Workforce and Inclusion	FY 2023 Q3 – 4 new FTEs hired	TBD	Underway
	Establish targeted recruiting to increase diversity representation in applicant pools (and eventually hires) for the top five Bureau occupational series: 0025 (Ranger) 4749 (Maintenance) 0303 (Administration) 0090 (Park Guide)	Workforce and Inclusion	FY23 Q2 – Establish baseline metrics FY 2024 Q1 – Determine targets for percentage increases of applicants from underrepresented groups in each of the targeted occupational series	Applicant pool composition	Not Started

	0404 (Biological Technician)				
2. Research and evaluate existing opportunities and barriers to recruiting and hiring underrepresented applicants.	Conduct a policy blitz to identify policy barriers to hiring diverse employees.	Workforce and Inclusion	FY23 Q4 – Issue report on policy barriers to diverse hiring	Applicant pool composition at each stage of the hiring process	Underway
	Conduct quarterly analysis on the percentage of diverse and underrepresented applicants at each stage of the hiring process to aid in identifying potential barriers.	Workforce and Inclusion	FY23 Q2 – Make quarterly analysis available	Applicant pool composition at each stage of the hiring process	Underway
	Research and implement applicable diversity recruitment best practices from other federal agencies and organizations.	Workforce and Inclusion	FY23 Q4 – Issue best practices report	Applicant pool composition	Underway
	Conduct analysis to identify barriers to recruiting diverse applicants into the 0025-job series and develop and implement actions to address those barriers.	Workforce and Inclusion	FY23 Q4 – Issue barrier report	Applicant pool composition for 0025 job announcements at each stage of hiring process	Underway
3. Improve effectiveness of NPS recruiting and reduce the average time to hire.	Standardize hiring packages and templates for targeted occupations.	Workforce and Inclusion	FY24 Q1 – Standardized hiring packages and templates available in all targeted occupations through GS -11 and for all wage grade targeted occupations.	Time to hire Applicant pool composition	Not Started

	Develop recruitment messages for high traffic venues virtual and in-person. For example, Visitor Centers (interpreter programs, educational products, etc.), NPS.gov, NPS app and social media.	Workforce and Inclusion	FY23 Q4 – Begin recruitment push in high-traffic venues	Applicant pool composition	Not started
	Develop a guide to navigating the NPS hiring process for hiring managers.	Workforce and Inclusion	FY23 Q3 – Issue guide	TBD	Underway
	Establish recruiting partnerships with organizations that align with the NPS mission and workforce needs.	WASO Directorates	FY23 Q2 – Identify organizations to approach for targeted occupational series FY24 Q1 – Partnerships established with targeted organizations	Applicant pool composition	Not started
	Provide training to hiring managers on how to navigate the hiring process.	Workforce and Inclusion	FY24 Q1 – Evaluate effectiveness of the Hiring Fundamentals course released in FY22 and make changes as necessary	TBD	Underway
4. Expand use of special hiring authorities	Raise awareness and provide information of how to access programs that help to reach more diverse candidates. (EXAMPLES- Schedule A, VRA)	Workforce and Inclusion	FY23 Q3 – Begin hosting info sessions for supervisors and issue job aids	TBD	Not started
	Establish targets for increasing the number of PLC and Conservation Fellows opportunities.	Workforce and Inclusion	FY23 Q3	Number of PLC and Conservation Fellow conversions to full-time	Not Started

				permanents	
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ADVANCEMENT AND RETENTION

Once an NPS employee is hired, it is essential that the organization make consistent and deliberate effort to maintain its workforce across levels and functions and ensure that employees have fair access to opportunities for advancement. The Federal Employee Viewpoint Survey results from 2022 indicate that the NPS still has room to improve in these areas – 63% of NPS employees indicate in the Federal Employee Viewpoint Survey that they have similar access to advancement as others in their work unit. Information from other studies and feedback mechanisms also demonstrates that employees would like to see improvements. They would like more opportunities for advancement in general and say they are concerned about the overall fairness of the process for securing promotions and development opportunities. In addition, hiring managers report anecdotally that they struggle to retain valuable employees. The actions below are intended to address some of these concerns through attention to the employee experience from onboarding to exiting, assessment and adjustment of internal hiring processes, and rigorous data collection and analysis to help the NPS understand why employees leave.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Establish a consistent and effective onboarding program for all park staff.	Develop a national onboarding program for NPS and embed RISE principles.	Deputy Director, Management and Administration	<p>FY23 Q2 – Survey issued to all employees who onboarded into a new NPS position in the previous two years</p> <p>FY24 Q1 – Onboarding program design presented to leadership for review and approval</p> <p>FY24 Q2 – Launch universal onboarding program, including satisfaction surveys issued to every onboarding employee</p>	Onboarding employee satisfaction w/ the onboarding process	Underway

	Provide resources for managers to support the needs of employees new to park or the area.	Workforce and Inclusion	FY24 Q1 – Issue readiness assessment and guide to welcoming new employees	Onboarding employee satisfaction w/ the onboarding process	Underway
2. Review and refine employee support systems and services to ensure broad knowledge and use.	Widely publicize options for employees to address and receive support on conflict in the workplace – Ombuds, Employee Assistance Program, Employee Relations, EEO, ERGs, OIG, CORE Plus, Supervisor, etc. – include info about role each group plays, what types of support they offer and how to access. Repeat comms on these options at regular intervals.	Workforce and Inclusion, Office of Communications	FY23 Q2 – Publicize options on Inside NPS FY23 Q4 – Begin issuing reminders on services available to employees on a pre-determined, regular cycle	TBD	Underway
	Embed into mandatory supervisory training guidance and expectations for how managers should inform and encourage employees to use support services.	Workforce and Inclusion	FY23 Q3 – Complete appropriate updates to NPS Supervisory Foundations and began delivering refreshed course. FY23 Q3 – Issue guide to supervisors on fostering a RISE culture (tweak CLEAR framework document)	FEVS My Supervisor Questions	Not Started
3. Assess and refine policies and procedures for career enhancement and advancement.	Establish and enforce national policy to ensure competition for details and other developmental opportunities such as advisory councils and work groups.	Workforce and Inclusion	FY23 Q3 – Issue direction and guidance to all supervisors that details and other developmental opportunities must be competed. Noncompetitive opportunities should be rare by FY25.	FEVS questions on satisfaction with opportunities for advancement	Not Started
	Develop programs for mentoring and coaching for employees interested in career development.	Workforce and Inclusion	FY24 Q1 – Provide options to leadership for making mentoring	FEVS questions on satisfaction with	Not Started

			and coaching more widely available to employees	opportunities for advancement	
	To address employee lack of awareness and understanding of NPS career options, highlight career advancement routes and patterns in the organization. Provide information to employees on paths to reach different levels and positions in the organization. Help employees understand required competencies and training and development opportunities for each of the career fields.	Deputy Director, Management and Administration	FY24 Q4	FEVS questions on satisfaction with opportunities for advancement	Not Started
4. Ensure interview process contributes positively to hiring outcomes.	Establish standards for interview panel diversity (function, region, gender, race/ethnicity, disability, etc.) to improve hiring outcomes and perceptions of fairness.	Workforce and Inclusion	FY23 Q4 – Establish standards for diverse interview panels	FEVS questions on satisfaction with opportunities for advancement Applicant pool composition at each stage of the hiring process	
5. Understand attrition – why do employees leave?	Establish a robust exit survey program conducted by a third party, using confidential exit interviews with at least a sampling of employees leaving a particular work unit to go elsewhere in NPS or leave NPS. Actively and regularly track turnover through exit interviews.	Workforce and Inclusion	FY23 Q4 – Issue contract subject to funds availability	TBD	Not Started
	Compile and share quarterly reports of attrition and exit interview results.	Workforce and Inclusion	FY24 Q3	TBD	Not Started

6. Ensure supervisors provide clear expectations for employees, provide timely and relevant feedback, appropriately recognize good work, and address performance issues as necessary.	DOI Talent measures deadlines on all steps of the EPAP process. Use timely completion of plans, mid-year evaluations and year-end appraisals as a required metric in every supervisor's EPAP.	Workforce and Inclusion	FY23 Q4 – Updated supervisor performance plans	Percentage of employees with timely EPAPs, midyears and perf appraisals	Not Started
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JOB DESIGN, PAY, AND RECOGNITION

Employees indicate ongoing dissatisfaction with pay and recognition – four of the top five negative shifts in the Federal Employee Viewpoint Survey from 2021 to 2022 relate to pay and recognition. While the federal pay system overall provides us limited flexibility, we believe there are improvements we can make to address employee concerns about general lack of recognition and fairness in the performance recognition system, particularly with respect to cash awards. In addition, we can identify and attempt to address possible instances where some classes of employees are receiving less compensation than others for similar work in the NPS or in other agencies due to NPS or DOI policy and practices.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Employees are appropriately recognized for their achievements and good job performance.	Standardize cash performance awards to ensure that performance awards in every work unit fall within a consistent range for level 4 and 5 performance and do not fall below a standard minimum percentage of salary.	Workforce and Inclusion	FY24 Q1 - Pilot conducted for WASO for FY23 performance year FY25 Q1 - Implement servicewide for FY24 performance year	FEVS Q67 – Satisfaction w/ recognition for good performance	Underway
2. Employees receive equitable compensation for similar work, and compensation for developmental, partnership, and intern	Regularly review pay equity between groups of employees doing similar work– for example, evaluating pay equity between employees in different grade	Workforce and Inclusion	FY23 Q4 – Identify pay inequities that require further review	FEVS – Pay satisfaction	Not Started

opportunities supports long-term NPS recruiting goals.	series doing similar work (0025 vs 0090) and employees in other agencies or bureaus doing similar work to NPS employees.				
	Evaluate the use of 0025 series vs 0090 series.	Workforce and Inclusion, Interpretation, Education and Volunteers	FY23 Q4 – Complete analysis of series use and provide recommendations to leadership	FEVS – Pay satisfaction	Underway
	Evaluate compensation for Youth programs and partnership internship opportunities.	Workforce and Inclusion	FY23 Q4	Percentage of opportunities paying a living and competitive wage	Underway
3. Review major occupation position descriptions, identify potential barriers, and refine and standardize position descriptions.	Identify and cut any unnecessary and potentially exclusionary requirements in position descriptions related to physical/mental disability, academic background, or years of experience.	Workforce and Inclusion	FY24 Q4 – Complete review of major occupation standard PDs		Not Started
	Provide guidance to supervisors on job design to ensure reasonable and equitable opportunities and to accommodate needs of employees in terms of work location, working hours, and remote work.	AD, HR, and Workforce & Inclusion	FY24 Q1	FEVS Accessibility Index	Not Started

Quality of Life, Work-Life Integration, Flexibility, and Benefits

The NPS intends to actively promote and encourage efforts to improve quality of life in the NPS. This includes addressing issues such as housing, bandwidth, uniforms, and work-life integration issues such as workloads and job flexibility. NPS will further embed work-life integration and employee well-being into the organizational culture by building out its cadre of staff dedicated to health, safety, and well-being.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Address quality of life issues that may negatively impact employees' well-being and thus retention rates.	Engage superintendents, program managers, and their employees on how to address unsustainable workloads.	Deputy Directors, Regional Directors, and Associate Directors	FY23 Q2 – Evaluate FEVS results to assist in determining whether there are “hotspots” for workload challenges – for example, is this a bigger problem in particular functional areas, types of parks, etc.? FY23 Q4 – Determine how to approach this issue.	FEVS workload question	Not started
	Develop, implement, and widely communicate a schedule for reducing the amount of sub-standard employee housing.	Park Planning, Facilities and Lands	FY23 Q4	Tenant satisfaction	Underway

	Implement annual national tenant satisfaction survey.	Park Planning, Facilities and Lands	FY24 Q1 – Issue first tenant survey	Tenant satisfaction	Underway
	Reestablish the Uniform Committee, called for in RM-43, to re-engage employees and respond to ideas and concerns on uniforms.	Visitor and Resource Protection	FY23 Q1	TBD	Complete
	Update uniform policy/RM-43	Visitor and Resource Protection	FY24 Q1 – Issue new RM	TBD	Underway

LEARNING AND DEVELOPMENT

The NPS will ensure that employees and leaders throughout the organization receive effective and appropriate training that is specific to their roles and geared toward achieving the organization’s RISE vision. Additionally, DEIA concepts, language, and skills are embedded into the entire learning development curriculum and approach to reinforce the importance of DEIA for all. This includes representation of diversity in terms of content and training delivery, inclusive language, and skills to promote inclusive and equitable decision making and behaviors. It also includes prioritizing accessibility of content and learning spaces. DEI learning is regularly reviewed and updated to respond to changing stakeholder needs.

NPS will develop a set of competencies related to RISE and a corresponding training continuum to ensure that all employees, managers, and leaders have the relevant knowledge and skills to contribute to NPS’ RISE goals and build a culture of inclusion and belonging. NPS will develop ongoing training curricula that is aligned with specific job roles and functions across NPS, including both mandatory and optional learning for stakeholders at all levels.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Integrate RISE principles and concepts into all learning and development.	Review and update existing training delivery methods for inclusivity and accessibility of training locations and learning spaces.	Workforce and Inclusion	FY23 Q3 – Completed set of requirements and timeline for updating training delivery methods and locations for programs administered widely across NPS		Not Started
	Conduct a content review of all relevant training curricula to identify needed updates or revisions to align with RISE goals.	Workforce and Inclusion	FY 24 Q1 – Content review completed with recommendations for content revisions		Not Started
	Revise existing training content to represent diversity, use inclusive language, reinforce DEIA concepts and skills, and accessibility of content.	Workforce and Inclusion	FY24 Q4 – Updated curricula complete		Not Started

2. Ensure supervisors have access to tools and programs to prevent and address conflict in the workplace.	Ensure continuation, and expansion, if necessary, of Supervisor Solutions sessions. These are open office hours sessions hosted by a panel of experts designed to provide helpful resources for NPS supervisors and managers, as well as an informal conversational space to discuss constructive ways to manage workplace conflict and dilemmas.	Ombuds	FY23 – 1xmonth sessions. Expand marketing and publicity. Ensure appropriate panelists. If participation increases beyond 25 people per session, add a 2 nd session every other month.		Underway
	Provide information and training for supervisors on team agreements. Team agreements can increase trust within teams by setting expectations around workflow, communication, and how to handle conflict.	Ombuds	FY23 Q3 publish Team Agreements materials on InsideNPS and include them in Ombuds briefings		Underway
3. Develop a DEIA training continuum	Develop DEIA competencies for NPS.	Workforce and Inclusion	FY23 Q2 – DEIA Training continuum w/ competencies, proficiency levels, and recommendations for training content (existing and new)		Underway
	Create a DEIA training roadmap that maps competencies to proficiency levels and functional/role-specific learning needs.	Workforce and Inclusion	FY23 Q2 - DEIA Training Continuum w/ competencies, proficiency levels, and recommendations for training content (existing and new)		Underway
	Identify existing DEIA curricula offered within and outside NPS that maps to the		FY23 Q4 - DEIA Training Continuum w/ competencies,		Underway

	DEIA training roadmap.	Workforce and Inclusion	proficiency levels, and recommendations for training content (existing and new)		
4. Develop/update DEIA training programs	Evaluate current mandatory DEIA training for all supervisors to determine if changes should be made.	Workforce and Inclusion	FY24 Q1		Not Started
	Pilot optional training for advanced DEIA skill levels and function specific roles, including DEIA practitioners and recruitment training for hiring managers.	Workforce and Inclusion	FY24 Q1 – Conduct first pilot		Not Started
	Pilot a Train the Trainer program to build internal capacity for DEIA practitioners across NPS.	Workforce and Inclusion	FY 24 Q2 – Conduct first pilot		Not Started
	Pilot DEIA foundations training for the workforce.	Workforce and Inclusion	FY24 Q3 – Conduct first pilot		Not Started

STRUCTURE AND IMPLEMENTATION

To advance the RISE vision, the NPS needs staff dedicated to employee experience programs, including employee health and safety, DEIA and the Federal Employee Viewpoint Survey and other data analytics. We will also need to invest in a supporting structure of teams, committees and networks within the organization that

champion RISE initiatives. Individuals and groups already committed to employee wellbeing and DEIA, such as the Ombuds, Employee Health and Wellness, the Office of Relevancy, Diversity and Inclusion and Employee Resource Groups (ERG) are well positioned to serve the broader NPS workforce to a greater extent and need the resources and opportunity to expand their reach. With such a geographically dispersed organization as NPS, lasting change will happen when there are sufficient structures to support RISE and DEIA embedded at the national level as well as at the regional and local levels.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Ensure appropriate level of support for employee experience programs and national RISE-related efforts.	Identify additional needed roles or positions to support employee experience programs and RISE-related efforts.	Deputy Director, Management and Administration	FY23 Q2 – Identify roles and positions and complete target org charts and role descriptions		Underway
	Allocate a reasonable budget to cover RISE-related efforts, including workforce DEIA strategy implementation, support for ERGs, RDI community, and other employee support networks.	Workforce and Inclusion	FY24 Q1 – FY24 financial plans reflect agreed positions and budget allocations		Not Started
	Hire additional professional staff dedicated to health, safety, and well-being, including mental health and resilience.	Visitor and Resource Protection: Office of Risk Management, Fire and Aviation Management	FY23 Q4 – Staff are hired		Underway
2. Strengthen support to Employee Resource Groups.	Assign an executive sponsor to each ERG to provide guidance and direct connections to senior leadership.	Workforce and Inclusion	FY23 Q2 – Each ERG has a sponsor in place who is attending meetings regularly.	FEVS DEIA Index	Complete

	Provide guidance to ERGs based on employee affinity group best practices.	Workforce and Inclusion	FY23 Q2 – Conduct ERG promising practices webinar and produce and distribute ERG resource guide.	FEVS DEIA Index	Not Started
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ASSESSMENT AND MEASUREMENT

NPS aims to ensure that assessments, measurements, and research guide decisions on creating a better work environment and culture for employees. In addition to regularly checking in with the workforce through surveys and other feedback mechanisms, we will identify other methods to assess improvement or identify areas where we need additional action or need to change strategy. We will also set specific milestones and identify key performance indicators wherever possible to gauge progress in achieving our goals and to regularly report back to the workforce.

Objective	Task	Responsible Authority	Milestones	Key Performance Indicators	Status
1. Determine work environment and culture key performance indicators (KPIs) that NPS will use to assess effectiveness of RISE efforts and to measure impact.	Identify KPIs for RISE focus areas.	Deputy Director, Management and Administration	FY23 Q2 – Identify existing KPIs and gaps where KPIs need to be created		Underway
2. Develop assessment tools to evaluate health of NPS work environment	Create a work environment risk report (FEV scores, attrition rates, findings of harassment, etc.) for WASO, regional offices and parks, modeled on the financial risk report.	Deputy Director, Management and Administration	FY23 Q3 – Develop prototype report		Underway
	Identify and develop as necessary survey and other feedback tools to supplement FEVS to provide regular, actionable information to assess the employee experience and make improvements.	Workforce and Inclusion	FY24Q2 – Present options to leadership to meet survey and feedback tool needs		Not Started

