

ANNUAL FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)
PLAN CERTIFICATION-FISCAL YEAR 2012

A. Name and Address of Agency

Animal and Plant Health Inspection Service
4700 River Road, Unit 17
Riverdale, MD 20737

B. Name and Title of Designated FEORP Official (Include address, if different from above, and telephone and fax numbers.)

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Certification

I certify that the above named agency: (1) has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the Office of Personnel Management; (2) that all field offices or installations having less than 500 employees are covered by a FEORP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan and (4) that such plans are available upon request from field or installations.

SIGNATURE:

Ted N. Gutman Acting Director

DATE: 10-14-11

**ANIMAL AND PLANT HEALTH INSPECTION SERVICE
FISCAL YEAR 2012
FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM PLAN**

INTRODUCTION

In accordance with applicable provisions in Title 5 of the United States Code (USC), Section 7201 and Title 5 of the Code of Federal Regulations (CFR), Part 720, Subchapter B, each agency will have a recruitment program designed to eliminate the underrepresentation of minorities and women in various categories of civil service employment, with special efforts directed at recruiting in minority communities, in educational institutions, and from other sources from which minorities can be recruited.

The Office of Personnel Management (OPM) has the responsibility to annually report to Congress on progress under the FEORP plans that agencies develop. This report is prepared in compliance with the law (5 CFR Part 720, Subpart B) and contains statistical data on employment in the Federal workforce, including the participation of women and minorities. The FEORP report also highlights human capital practices Federal agencies are using to recruit, develop, and retain a diverse, high-quality, citizen-centered, and results-oriented workforce.

As a part of the FEORP, Marketing and Regulatory Programs' (MRP) Animal and Plant Health Inspection Service (APHIS) will conduct a continuing program to help the agency carry out recruitment and community outreach initiatives. This plan is effective for the time period of October 1, 2011, through September 30, 2012.

This plan will also coincide with and compliment the strategic goals stated in mission critical reports, such as the MD -715 Report and the Disabled Veteran's Affirmative Action Program (DVAAP) Plan to analyze and determine trends in recruitment, placement and promotions.

DEFINITIONS

FEORP. The Federal Equal Opportunity Recruitment Program is a targeted recruitment, advancement, and developmental program based on a determination of underrepresentation of minorities and/or females in the various occupational categories. OPM has the responsibility to annually report to Congress on progress under the FEORP in compliance with 5 U.S.C. 7201.

Underrepresentation. A situation in which the number of women or members of a minority group within a category of civil service employment constitutes a lower percentage of the total number of employees within the employment category than the percentage women or the minority constitutes within the civilian labor force of the United States, in accordance with 5 CFR 720.205 (c) and (d).

Minority. Refers only to those groups classified as "minority" for the purpose of data collection by the Office of Personnel Management and the Equal Employment Opportunity Commission in furtherance of Federal equal employment opportunity policies. The term, "women," includes nonminority as well as minority women.

Recruitment. The total process by which the Federal government and the Federal agencies locate, identify and assist in the employment of qualified applicants from underrepresented groups for job openings in categories of employment where underrepresentation has been determined. It includes both innovative internal and external recruitment actions. It is also intended to cover processes designed to prepare qualifiable applicants (those who have the potential but do not presently meet valid qualification requirements) for such job openings through programs of training, work experience or both.

Civilian Labor Force (CLF). Includes all persons 16 years of age and over, except those in the armed forces, who are employed or who are unemployed and seeking work. CLF data are defined by the Bureau of the Census and the Bureau of Labor Statistics and are reported in the most recent decennial or mid-decade census, or current population survey, under Title 13 of the U.S.C or any other reliable statistical study.

Covered Employee Group. The minority/gender groups potentially targeted for recruitment under FEORP are:

- White Females
- Black/African American Males/Females
- Hispanic or Latino Males/Females
- Asian/Pacific Islander Males/Females
- American Indian/Alaskan Native Males/Females

Mission Critical Occupations (MCOs). Occupations that most directly affect the Agency's ability to accomplish its mission. APHIS-wide MCOs are as follows:

- GS-401, General Biological Science
- GS-403, Microbiologist
- GS-404, Biological Technician
- GS-421, Plant Protection Technician
- GS-486, Wildlife Biologist
- GS-701, Veterinary Medical Science
- GS-704, Animal Health Technician
- GS-201, Human Resources Specialist
- GS-301, Miscellaneous Program and Administration
- GS-343, Management and Program Analysis
- GS-2210, Information Technology

MD-715 Report. The document which agencies use to annually report the status of its activities undertaken pursuant to its EEO program under Title VII of the Civil Rights Act of 1964 and its activities undertaken pursuant to its affirmative action obligations under the Rehabilitation Act of 1973.

DVAAP Plan. In accordance with Title 5, of the Code of Federal Regulations, Part 720, subpart C, agencies are required to develop an annual Disabled Veterans Affirmative Action Program (DVAAP) Plan to recruit, hire, and train disabled veterans.

FISCAL YEAR 2012 ACTION PLAN

Within the Animal Plant Health Inspection Service (APHIS), the Human Resources Division (HRD) and Civil Rights Enforcement and Compliance (CREC) work in partnership to support the Agency's Federal Equal Opportunity Recruitment Program (FEORP) objectives. Both organizations provide guidance and assistance to field and headquarters managers and supervisors in an effort to help the Agency meet its goal to acquire and develop a diversified workforce. As part of this effort both HRD and CREC review and analyze employment data and prepare various reports outlining the Agency's efforts to achieve the objectives of the APHIS FEORP. As such, the APHIS FEORP is an essential component of the Agency's efforts to improve its recruitment efforts and achieve diversity in its workforce. Its outreach and targeted recruitment strategies, partnerships with organizations and special activities are designed to promote APHIS throughout targeted communities, and to increase the number of diverse candidates for positions within the organization.

To assist each APHIS program in reaching its workforce goals and the goals of the Department, HRD will continue to:

1. Implement hiring reform with mechanisms to track improvements in the hiring process and use of hiring flexibilities;
2. Promote and support Veteran/Disabled Veteran recruitment, hiring and transition support;
3. Promote and support Persons with Disabilities recruitment and hiring;
4. Promote and support student hiring;
5. Focus recruitment activities based upon the responses to and results of mission critical reports and mandates;
6. Implement On-boarding assistance for employees and supervisors and increase effectiveness; and,
7. Assist hiring officials in taking a proactive approach to targeted recruitment strategies when filling positions.

In order to meet the goals above, recruitment activity will be directed by Agency workforce planning, the Department's Diversity Roadmap and Cultural Transformation Initiatives, and other human capital initiatives. The information derived through these efforts guides marketing strategies, organizational outreach, and targeted recruitment and hiring goals. HRD will effectively collaborate with program managers on the development of recruitment strategies and plans for closing gaps identified in the agency's mission critical occupations. Recruitment activities will be based on projected attrition and retention rates and strategies identified in collaboration with key management officials. In addition, the Agency will continue to develop strategies for implementing Executive Order 13518 (Employment of Veterans in the Federal Government), Executive Order 13548 (Increasing Federal Employment of Individuals with Disabilities), and Executive Order 13583 (Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce).

APHIS is committed to the Department's cultural transformation efforts that will build the Agency into a model workforce. One of the action items under the Secretary's Cultural Transformation Initiative is Customer Focus and Community Outreach. In order to transform

the culture, you have to create awareness. HRD and CREC, as well as APHIS recruiters and program representatives will provide information on the Agency's employment opportunities to students and faculty at various educational institutions and school systems and to the underrepresented communities. Nurturing long-term partnerships with academia and professional associations for the purpose of recruiting high-quality diverse candidates will remain a priority.

In accordance with the requirements of the Department's Diversity Roadmap, APHIS will continue to utilize an Executive Level Diversity Ambassador. This individual operates in an oversight capacity to ensure that the organization takes the steps necessary to support the Department's cultural transformation efforts. In addition, APHIS continued to support a cadre of special emphasis program managers whose role is to provide support and guidance to the following targeted groups:

- Asian American and Pacific Islanders
- African Americans
- Persons with Disabilities
- Hispanics
- Lesbian, Gay, Bisexual and Transgendered Individuals
- Native Americans
- Veterans
- Women

A dedicated, knowledgeable, skilled, and diverse workforce also plays a critical role in the fulfillment of strategic mission priorities. APHIS is committed to its workforce and to creating a work environment in which employees are actively involved and have a framework to support their work. APHIS continues to demonstrate its commitment through its use of:

- Effective management and leadership development programs;
- Developmental opportunities to gain needed skills and knowledge;
- Appropriate employee feedback systems including rewards and recognition as appropriate; and,
- Human resource policies and practices that recognize APHIS' critical responsibilities yet remaining sensitive to employees' personal needs.

**ANIMAL AND PLANT HEALTH INSPECTION SERVICE
FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM**

ACCOMPLISHMENTS FOR FISCAL YEAR 2011

The following is an itemized account of APHIS objectives/goals set forth in the plan for Fiscal Year 2011. Included is a brief explanation of how APHIS met these goals. More detailed narratives of the accomplishments are included throughout the report.

FY 2011 Goals/Accomplishment
<p>1. Ensure that all marketing and networking practices are comprehensive and effective.</p> <ul style="list-style-type: none">○ The Department plays a large role in the administration of federal land-grant funds and the coordination of agricultural land-grant activities at the national level. APHIS expanded its targeted recruitment efforts to all Land Grant Institutions in order to build partnerships and increase the applicant pool of diverse qualified candidates from the agricultural fields of study. Demographics for each institution, such as the types of degrees offered, major fields of study, percent of enrollment by race/ethnicity and gender, frequency of career fairs, and points of contacts is shared with hiring managers that can assist in a planned approach to meet specific workforce and hiring needs.○ In keeping with the Department’s goal to increase the employment of student interns, the recruitment initiative was revamped focusing on increasing the demographics and diversity of our potential student hires. Vacancy announcements were distributed and targeted recruitment and marketing of positions was conducted at colleges/universities, specifically minority serving institutions and organizations and to educational institutions that offer curriculums that meet the requirements for mission critical positions.
<p>2. Employ On-Boarding strategies to engage job candidates and effectively integrate new employees into the Agency.</p> <ul style="list-style-type: none">○ As a complement to the Department’s new employee On-boarding Portal, APHIS is in the final stages of developing its own on-boarding website for new employees. The agency “landing” website contains useful tools such as an “Employee Handbook” with information on the Agency’s values, beliefs, and expectations as well as general business practices and policies. Topics covered address new employee concerns on matters such as time and attendance, telework, procurement, and travel. Guidance to managers and supervisors will be provided and training courses are available in AgLearn. A new employee survey is currently distributed, but will soon be developed in AgLearn and placed on each new employee’s learning plan. These survey questions designed by OPM will evaluate the on-boarding experience of new APHIS employees.

FY 2011 Goals/Accomplishment

- Student interns employed this summer participated in scheduled activities to enhance their employment experience; this included a group orientation, brown bag luncheons featuring discussions with diverse senior leaders within the mission area, group tours and webinars on effective communication and generational diversity in the workplace.
- As part of the Department's goal for cultural transformation, the exit survey gives separating employees the opportunity to communicate reasons for leaving, their perceptions of the work environment, and overall satisfaction with their experience working for the agency. Feedback is being used to improve agency development and retention strategies.

3. Focus outreach activities based upon the responses to and results of mission critical reports and mandates.

- HRD and CREC, including recruiters and agency representatives, organized and attended multiple targeted outreach events in FY 2011. The events provided an opportunity to increase networking opportunities within and outside of the USDA as well as promoting the USDA's contributions to society. While a majority of the events were career fairs sponsored by the targeted organizations, several outreach events were initiated by USDA to promote our organization throughout underrepresented populations.
- Recruiters and agency representatives made contacts with various minority based organizations which focused on outreach to Native Americans, Hispanics, Asians and African Americans, including veterans and persons with disabilities.
- HRD met with the Department's Hispanic Serving Institutions (HSI) Student Program Coordinator to discuss the Department's existing partnerships and developing partnerships with the HSI Regional Directors for targeted recruitment opportunities.

4. Ensure that collateral duty recruiters and agency representatives have essential tools and information needed to support mission area hiring priorities.

- HRD continues to develop a series of webinars for individuals that serve as recruiters and agency representatives at recruitment/outreach events. The first webinar, "Recruitment Best Practices" utilized seasoned recruiters within HRD and the mission area to discuss their current recruitment practices and participated in a question and answer session. The additional series of webinars will provide information on workforce planning, HR operations, and civil rights.
- A copy of the recruitment calendar was e-mailed to the mission area civil rights offices and shared with the APHIS Recruitment Advisory Committee detailing which events were available for attendance. In addition, before each event, HRD sent reminder e-mails of the upcoming events and solicited attendance by recruiters and/or subject matter experts and requested information on any current and future vacancies.

FY 2011 Goals/Accomplishment

5. Communicate recruitment and hiring strategies to managers and supervisors

- In October 2010, APHIS enhanced focus on the government-wide hiring reform initiative that requires management involvement in the recruitment and hiring process. APHIS hiring managers and human resources representatives are working together to identify recruitment strategies that will result in a diverse, highly qualified applicant pool. Anecdotal evidence has already shown that using resumes rather than the traditional Knowledge, Skills and Abilities (KSAs) results in a more diverse applicant pool.
- A “Hiring Manager” website was launched to provide easily accessible information to supervisors and managers with information on the APHIS 80 day hiring model, explanations of hiring authorities and detailed guidance on a variety of employment processes. HRD will expand the website to include an interactive 80 day Hiring Model roadmap for managers. Additionally, HRD revised correspondence and email instructions to hiring managers, which included updated instructions on processing selection certificates, conducting applicant assessment panels and encouraging managers to complete the OPM Hiring Manager survey.
- Utilized the APHIS Recruitment Advisory Committee, consisting of representatives from HRD, CREC and program representatives, to share Agency hiring strategies and objectives and enhance the coordination of recruitment and outreach initiatives.
- Consulted with management officials on hiring authorities, including Schedule A (e.g. handicap) and Schedule B (e.g. student appointments), and advertising positions with organizations that provide access to diverse candidates.
- On a quarterly basis, the HR Broadcast Newsletter is published and provides valuable information to managers, supervisors, as well as employees. Information on recruitment topics are often featured, e.g. appointing authorities, Hiring Reform, etc.
- A presentation was made to the AMT regarding the current position of the agency and the plans and reports that reflected upon the previous year and planned for actions to be taken in the coming year. The Federal Equal Opportunity Recruitment Plan (FEORP), the Disabled Veterans’ Affirmative Action Plan (DVAAP) and the EEO State of the Agency report (MD-715), were discussed, as well as the Diversity Roadmap requirements, along with current demographics that reflected the agency’s current profile. Discussion and presentation of the three reports engaged APHIS senior management in the plans and actions being taken to achieve the agency’s goals related to the recruitment, hiring, promotion, and development of minorities, veterans, and the disabled establishing a coordinated agency effort.

WORKFORCE PLANNING

Analyzing workforce trends and projections, determining skills gaps and needs, and devising succession planning strategies.

During fiscal year 2011, HRD issued workforce profiles to each of the APHIS programs. Workforce data was prepared that outlined each program's hiring and turnover patterns as well as the program's demographic make-up and employee retirement eligibility projections. This information provided each agency's programs with the ability to project their workforce needs based on past trends and current data, and in light of current downsizing requirements, will allow them to anticipate attrition rates, and enhance diversity.

APHIS has also developed an APHIS Workforce Planning Guide that provides information and processes that can be applied to ensure a systematic approach to workforce planning throughout APHIS. Use of the Guide is currently being used in several programs within the Agency. It defines fundamental steps to develop and implement workforce plans as well as identifies resources available to assist in the overall process. This Guide and the workforce data are intended to:

- Assist in creating a high quality, diverse workforce;
- Provide a clear linkage between strategies for recruitment, training, employee development, retention and other HR programs and the organization's short- and long-term goals and objectives;
- Help the organization meet its workforce competency and skills needs by examining workforce competencies now and in the future, and evaluating how organizational practices will maintain and develop these competencies;
- Provide focus and context for the examination of workforce demographics, and retirement projections; and,
- Help in identifying various partnering, de-layering and reorganizing opportunities.

In addition, the recently updated APHIS Succession Plan identifies the organization's anticipated leadership gaps over the next five years and includes several broad strategies to close them. It includes needs and supply forecasting, gap analysis, gap closure strategies, implementation and communication plans, and establishes performance measures to evaluate plan efficacy. The Plan is designed to bring together in one controlling document information from the Agency's program specific succession plans, and builds upon a number of previously implemented Agency-wide initiatives that support succession planning strategies. For example, the plan's recruitment strategies highlight the importance of ensuring that the APHIS leadership contingent is diverse and reflective of the public the Agency serves. The plan highlights APHIS' ongoing efforts to adopt specific leadership competency based human resources practices in hiring, developing and managing the performance of the organization's supervisory and managerial personnel. It continues the Agency's longstanding commitment to employing talented individuals who possess not only technical or scientific acumen, but the leadership competencies necessary to carry the Agency forward into the future. It focuses Agency efforts on developing a decision support infrastructure to assist supervisors and managers in carrying out their employee development responsibilities. In following the lead of the Secretary's Cultural Transformation

effort, the Plan represents a conscious effort by current APHIS leadership to shape the competency profiles of future Agency leaders, and, by extension, the organization's work culture. While activities related to the adoption of Plan strategies have only recently gotten underway, APHIS managers have engaged in a number of activities such as:

- The APHIS Leadership Roadmap and the APHIS Leadership Development Toolkit have been updated to incorporate new development opportunities. The enhanced Toolkit is designed to provide more substantive activities tied to the OPM competency model and to facilitate discussions with employees on their career aspirations and developmental goals;
- Encouraging and supporting employee participation in the APHIS Basic, Intermediate and Advanced Leadership Development Programs; and,
- Promoting the use of developmental assignments or details where appropriate.

The APHIS-wide recruitment plan was revised to meet FY 2011 goals set forth by the Office of Personnel Management, the U.S. Department of Agriculture, and APHIS. The plan has been designed to build partnerships to meet the following:

- Create awareness and increase employment of veterans/disabled veterans;
- Create awareness and increase employment of persons with disabilities;
- Create awareness and increase employment of under-represented groups indicated in the mission critical reports (i.e., FEORP, DVAAP and MD-715); and,
- Create awareness and increase employment under the student programs.

The recruitment plan continues to establish goals to:

- Use the workforce plans to determine the recruitment and hiring needs of the agency;
- Use the APHIS Recruitment Advisory Committee as a mechanism for conveying information to the program areas;
- Enhance the agency's current relationships and develop new associations with various organizations representing minorities, veterans, women, persons with disabilities, and other targeted groups;
- Continue the partnership of the Human Resources Division (HRD) and the CREC to ensure the goals of mission critical reports and outreach initiatives are met;
- Foster tighter links to coordinate recruitment efforts with the posting of actual vacancy announcements;
- Improve marketing strategies to enhance agency as the employer of choice; and,
- Track and analyze results from recruitment efforts.

A web-based process has been developed for completing the exit survey on-line. As part of the Department's goal for cultural transformation, the exit survey gives employees the opportunity to communicate reasons for leaving, their perceptions of the work environment, and overall satisfaction while working for the agency. The data can provide information critical to:

- Assess workplace deficiencies;
- Enhance the work environment;
- Improve employee retention; and,
- Achieve a diverse workforce through workforce planning.

As part of the exit survey process, supervisors, HRD and CREC all play vital roles. Supervisors notify the employee of the exit survey and its importance prior to departure. HRD provides guidance on completing the exit survey, and compiles the data for analysis to be shared with the appropriate senior level managers. CREC uses the results as a factor in establishing action plans, and providing advice to management officials on how to address the issues revealed through the comments and opinions provided by exiting employees.

As of this report APHIS has a total population of 8,762 employees. This is a decrease compared to the total population of 8,923 in FY 2010. Underrepresentation remains in the following Races/Genders categories: African American Males, African American Females, Hispanic Females, White Females and Persons with Targeted Disabilities. Representation increased in every Race and Ethnicity category in FY 2011, with the exception for Hawaiian males and females (likely attributable to a cut in an earmark for an agency function performed in Hawaii) and White males and females, thus narrowing the gap with the CLF percentages.

APHIS had a total of 881 new hires. Of that total, 344 (39%) were women and 537 (61%) were men. The agency established a goal to increase the number of veterans by 100 (10%) this year. Of the 881 new hires there were a total of 118 (13.4%) newly hired Veteran employees. Hiring patterns were monitored bi-weekly in the Under Secretary's 'pocket card' and the weekly student hiring report to monitor the agency's progress in increasing diversity.

HRD and CREC will continue to review existing and projected attrition/retention and related issues and, in concert with key management officials, strategize corrective/positive measures.

Providing training to managers about practical ways to make a diverse workforce a strength for the entire organization. This may include such subjects as the value of understanding differences, identifying an agency's culture and values, and cross –cultural communication.

A course on the APHIS Cultural Transformation Process was offered to all employees to provide awareness training (Classroom/Online) on diversity and inclusion. The course was intended to help establish the understanding and relationship between diversity and inclusion and how they are both critical to achieving our mission and improving individual and organizational performance. To that end, the Agency's Cultural Transformation training sessions were prepared by experts in the diversity field and delivered as in-depth diversity awareness sessions aimed at establishing common ground, knowledge and understanding about the issues and challenges impacting APHIS' mission and goal accomplishments.

The half day classroom training consisted of interactive facilitation and experiential learning along with small group exercises and focused on inclusive behavior as a mechanism for building relationships between members of the workforce and the customers they serve thereby enhancing

efficiency and the quality of service. Training was offered to the following locations: Ames, Iowa, Plum Island, NY, Riverdale, MD, Ft. Collins, CO, Raleigh, NC and Minneapolis, MN, for any of the 2,732 employees located in these offices. An online version of diversity and inclusion training will be available on demand for any APHIS employee who was not able to attend a classroom training session.

In support of achieving the 2011 Mandatory Civil Rights Training for all APHIS employees, Civil Rights and Human Resources partnered to develop a web based, interactive training program. Employees will learn the essentials of Alternative Dispute Resolution (ADR) and how to access the two (2) separate but complimentary ADR services available to all employees of APHIS. Employees learn about the EEO Process for civil rights/discrimination complaints, and the Collaborative Resolution Process for any other workplace conflict outside of the EEO process.

The APHIS Civil Rights Academy sponsored the 2011 Administrator's Civil Rights Training 'Civil Treatment for Managers,' which informed managers on the following issues:

- Sexual/other forms of harassment
- National origin issues
- Discrimination
- Retaliation/protected protest
- Abusive behavior
- Employee accommodations
- Unjust dismissal, Fair hiring, selection, and promotion
- Workplace violence

The HR Training and Development Branch delivered the following training sessions in which the topic of diversity was discussed and/or delivered:

- So You Think You Want To Be A Supervisor – This program was previously conducted as “classroom” training and for FY 2011 there were three sites planned, a total of 75 employees trained. To increase employee involvement and improve accessibility of this important career development opportunity, this program was redesigned in a webinar format. With this change we increased participation by over 34%, a total of 256 participants. The redesign allowed APHIS to reach a larger number of employees, ensure availability to a broad diverse population within the agency, maximize the use of technology and eliminate travel costs.
- Fundamental of APHIS Human Resource Management (FAHRM) – In several training modules diversity, cultural awareness, and sensitivity are discussed. Participants have opportunities during Situational Leadership, Equal Employment Opportunity and Civil Rights, Experience Leadership Panel and the AgLearn Review training modules to learn about understand and valuing cultural awareness and diversity.

HRD and CREC will continue to work with program representatives to identify and update training and employee development needs and incorporate such information into the annual non-technical training planning.

RECRUITMENT AND COMMUNITY OUTREACH

Providing information on Federal employment opportunities to students, faculty, educational institutions, school systems and underrepresented communities.

HRD and recruiters/program representatives coordinated, monitored, and participated in targeted recruitment and special emphasis/outreach recruitment activities that provided an opportunity to increase networking opportunities within and outside of the USDA as well as promoting the USDA's contributions to society.

To reach the Hispanic population, APHIS attended the following events:

- Society of the Advancement of Chicanos and Native Americans in Science (SACNAS) Conference on September 30 – October 3, 2010. SACNAS is a national society with a 37-year history of supporting minority scientists and science students. The society is comprised of over 3,000 members along with more than 20,000 affiliates and partners from a diversity of disciplines, institutions, ethnic backgrounds, and levels. The USDA has a long standing relationship with this organization.
- League of United Latin American Citizens (LULAC) National Convention & Exposition on June 27 - July 2, 2011. LULAC advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans through community-based programs operating at more than 700 LULAC councils nationwide. The USDA has a long standing relationship with this organization.
- National Council of LaRaza (NCLR) Conference on July 23 – 26, 2011. NCLR is the largest national Hispanic civil rights and advocacy organization in the United States that works to improve opportunities for Hispanic Americans.

To reach the Asian American population, APHIS attended the National Association of Asian American Professionals (NAAAP) on August 11 – 13, 2011. NAAAP is the largest and fastest growing Asian American professional organization in the US and Canada. This organization provides its members with the tools and resources to further career advancements and empower Asian Americans to become great leaders and reliable employees.

To reach the African American population, APHIS attended the following events:

- 4th Annual Historically Black Colleges and Universities (HBCU) Career Development Marketplace on October 20, 2010. The Career Development Marketplace is comprised of a series of workshops featuring prominent and influential speakers and a career fair for students to network with potential employers and HBCU alumni.
- Thurgood Marshall College Fund Leadership & Recruitment Conference on October 29 – November 1, 2010. This organization's mission is to develop and prepare a new

generation of leaders by providing leadership development, scholarships, resources, opportunities and advocacy to HBCUs, students and alumni.

- National Association for the Advancement of Colored People Professional & Executive Diversity Career Fair on March 1, 2011. This professional job fair consistently attracts well qualified applicants who held at least a 4-year degree in various educational backgrounds including science, technology, government, and finance.
- Minorities in Agriculture and Natural Resource Related Sciences (MANRRS) on March 30 - April 2, 2011. MANRRS is a highly regarded minority organization that promotes academic and professional advancement to minorities in agriculture and related sciences.

To reach the Native American population, APHIS attended the following events:

- Society of the Advancement of Chicanos and Native Americans in Science (SACNAS) on September 30 – October 3, 2010. SACNAS is a national society with a 37-year history of supporting minority scientists and science students. The society is comprised of over 3,000 members along with more than 20,000 affiliates and partners from a diversity of disciplines, institutions, ethnic backgrounds, and levels. The USDA has a long standing relationship with this organization.
- National Indian and Native American Employment and Training Conference (NINAETC) on April 17 - 22, 2011. This annual conference is a time for workforce development professionals to gain knowledge, celebrate accomplishments, and develop strategies to enhance Native employment and training programs, thereby, improving the lives of Native people throughout the United States.

Recruiting veterans is a priority for APHIS. During this fiscal year APHIS attended the following events targeting transitional employment for veterans and their families:

- Henderson Hall- Education and Career Fair, October 19, 2010. Sponsored by the Marine Corps, this is a recruiting opportunity to reach a diverse pool of women and men in the professional field from all ranks and branches of the armed services.
- 2010 Veterans Extravaganza on November 3, 2010. The Veterans Extravaganza celebrates more than 5,000 military service members, their families and friends from MD, DC, VA, NJ, WV, DE and NC.
- Virtual Career Fair on November 4, 2010. This event was sponsored by Milicruit and the Military Officers Association of America (MOAA) and drew more than 1,000 job seekers.
- RecruitMilitary Career Fair on March 17, 2011. RecruitMilitary serves veterans of all ranks and all branches of the armed forces. This event focused on providing opportunities for hiring returning military members and their families.

To reach individuals with disabilities, APHIS attended the following events:

- Careers and the DisABLED Career Fair on March 31, 2011. This is one of the largest career fairs for the disabled and allowed applicants with disabilities access to Federal government employers. There were over 1,000 attendees who were able to investigate employment opportunities with APHIS and the mission area.
- Careers and the DisABLED, Science, Technology, Engineering and Mathematics fair held on June 3, 2011. This event that brings industry and government together with members of minority groups, women and people with disabilities in the science, technology, engineering, and mathematics career disciplines.

In addition, to reach individuals with disabilities, APHIS has accomplished the following:

- Increased collaboration and partnerships among Human Resources staff and Civil Rights staff were formed to provide support to supervisors and managers. A MRP Selective Placement Coordinator for people with disabilities was identified and participates in monthly White House and Departmental Disability calls for the purpose of obtaining timely updates on the Administration's concerns, commitments and communications, and participation in conference calls with other selective placement coordinators to share best practices, resources, and effective outreach strategies.
- Cultivated partnerships with disability community networks, including implementation of a Memorandum of Understanding with the USDA TARGET Center to place Social Security Administration's Ticket-to-Work beneficiaries in agency positions.
- Successfully assisted individuals with disabilities in using the Schedule A (u) hiring authority to receive job consideration for agency positions.
- Successfully placed individuals with reportable and targeted disabilities from a variety of sources, including the OPM Shared (Bender) list. (Within the first 3 quarters of FY 11 the annual goal of hiring 10 individuals with disabilities was exceeded by one.)
- Established a collaborative process with the reasonable accommodations staff to ensure applicants and newly appointed employees received timely accommodations solutions.

APHIS also participated in the following targeted recruitment and outreach events:

- 36th Annual Morgan State University Career Fair on October 13, 2010
- Georgetown University Law School Public Service Fair on October 27, 2010
- 6th Annual Mass Conference for Women on December 9, 2010. The Massachusetts Conference for Women provides connection, motivation, networking, inspiration and skill building for thousands of women each year.

- Maryland College Consortium Career Fair on February 18, 2011. The Maryland Career Consortium (MCC) consists of the career center directors and staff of 12 colleges and universities in the greater Baltimore region. MCC collectively serves students and alumni through collaborative job fairs, networking events and graduate school symposium.

All events, due to the prominence of the organizations, provided a great opportunity to reach a large population of potential recruits. Recruiters provided information on APHIS, as well as mission area programs, current position vacancies, Federal job search information, and how to apply for jobs and student employment programs with the Federal government.

Developing and maintaining long-term partnerships with academia, professional associations and minority-serving organizations for the purpose of recruiting high-quality candidates.

HRD continued to strengthen its relationships with the local universities in the Washington, DC, metropolitan area. Meetings were held with pivotal staff at American University, and Bowie State University. As a result, several students from these educational institutions were hired under student programs.

APHIS, Plant Protection and Quarantine (PPQ) continued outreach through its participation in the Global Bio-Security Symposium at Southern University in Baton Rouge, LA. The event featured presentations from scientists and professionals working on the front lines of research and monitoring of high consequence plant pathogens, insect pests, and invasive species that are a threat to our nation's agriculture and natural resources. The audience was made up of professors and college students from various land grant institutions. Program representatives distributed flyers and brochures and gave a presentation on employment opportunities.

APHIS, PPQ established on campus relationships by presenting educational and intern opportunities through the Plant Bio-Security Course (PBC) with the following 1890 Land Grant Institutions: Langston University, Lincoln University, Prairie View A&M University, Alcorn University, University of Arkansas Pine Bluff, Alabama A and M University, Tuskegee University, University of Maryland Eastern Shores, and Delaware State University. The representative gave a presentation on the PBC, Federal job search information, and applying for jobs and internships with the Federal government. The audience was made up of department heads, professors and students diverse in gender, ethnicity, age, education, and interest from the visited educational institutions.

HRD has expanded ongoing recruitment efforts with US Land Grant and Hispanic Serving Institutions by fostering strategic partnerships between the institutions and hiring officials. In order to build stronger partnerships and increase the applicant pool of diverse qualified candidates from the agricultural fields of study, data on each institution, such as degrees offered, major fields of study, percent of enrollment by race/ethnicity and gender, frequency of career fairs, and placement office points of contact have been collated to be shared with hiring managers to assist them in addressing their program's specific hiring needs.

HRD refocused its recruitment initiative for student interns to increase the diversity of our potential student hires. Vacancy announcements were distributed and targeted recruitment and marketing of positions was conducted at colleges, universities, and programs that offer the agency access to diverse student populations, with particular emphasis on minority-service institutions and organizations, such as Historically Black Colleges and Universities; 1890, 1862 and 1994 Land-Grant Institutions; Hispanic Association of Colleges and Universities; and Tribal Colleges and Universities.

Using student educational employment programs and internships (e.g., Student Career Experience Program, Student Temporary Employment Program, Federal Career Intern Program) to improve the pipeline of diverse candidates for entry-level positions.

Student Program/Internships	Description	Number of Selectees
USDA Summer Intern Program (SIP)	The USDA SIP provides an opportunity for college students to gain experience as assistants in scientific, professional, and technical areas. The SIP consists of paid internships, typically in the summer months that give students an opportunity to gain career experience and to strongly consider future employment with USDA.	46
Student Career Experience Program (SCEP)	SCEP provides work experience which is directly related to the student's academic program and career goals. Students in the SCEP may be noncompetitively converted to term, career or career-conditional appointments following completion of their academic and work experience requirements.	11
Student Temporary Employment Program (STEP)	The STEP provides maximum flexibility to both students and managers because the nature of the work does not have to be related to the student's academic or career goals.	97
Washington Internships for Native American Students (WINS)	WINS was developed in response to the White House Initiative on American Indians and Alaska Natives. The program offers students of sovereign American Indian, Alaska Native, and Native Hawaiian nations the opportunity to build leadership skills while living, studying, and interning in Washington, DC. American University manages the program.	4
USDA/1890 Scholars Program	The USDA/1890 Scholarship Program is a partnership between USDA and the Council of 1890 Universities designed to increase the number of students studying agriculture, food, natural resources science or other related disciplines. The purpose of this program is to strengthen the long-term relationship between the Department of Agriculture and the 1890 Institutions.	3 Hired 2 Converted to permanent 9 continuing students
Hispanic Association of Colleges and Universities (HACU) National Internship Program	The HACU Internship program is a student employment program designed to encourage Federal agencies to increase their outreach effort to Hispanic communities by recruiting students for paid summer and semester-long internships.	6
Saul T. Wilson Scholarship	The Saul T. Wilson Scholarship is sponsored by Veterinary Services (VS) and is available to undergraduate and graduate students who are interested in a career in public veterinary health.	4

Ag-Discovery

APHIS selected 37 students for the Ag-Discovery Program. Ag-Discovery is a 2 week summer outreach program that teaches youth about agricultural science, including plants and animals, wildlife management, veterinary medicine, and agricultural biotechnology. Students reside on a college campus during this period. The program is designed to reach persons who have not traditionally participated in APHIS programs and activities. The Ag-Discovery programs are conducted via cooperative agreements with universities and include APHIS employees' providing classroom and lab work for the students. Current partnerships supporting the Ag-Discovery Program are with:

- Delaware State University
- University of Maryland
- North Carolina State University
- Florida A&M University
- University of Hawaii
- University of Arkansas at Pine Bluff
- Alcorn State University
- Arizona State University
- Iowa State University
- South Carolina State University
- Ft. Valley State University
- Tuskegee University
- Chicago Agricultural High School

APHIS hired 3 high school students for summer employment through the Martin Luther King Jr. Essay Contest. Students are hired at the GS-01 grade level for 8 weeks during the summer. The MLK Educational Contest is designed to inspire students to reflect on the life of Dr. Martin Luther King, Jr. and share their thoughts and insights in an essay or pictorial format.

APHIS was a sponsor for the Thurgood Marshall College Fund (TMCF) 10th Annual Leadership Institute and Recruitment Conference. The TMCF's mission is to develop and prepare a new generation of leaders by providing resources, opportunities and advocacy to public Historically Black Colleges and Universities, students and alumni. This event is designed to provide students with four days of professional and personal development, and networking opportunities with recruiters and executives from federal government agencies as well as America's leading corporations. The conference is attended by hundreds of students attending 47 Historically Black Colleges and Universities across the United States.

APHIS continued its partnership with 1890 Land- Grant Universities. Fourteen (14) Students pursuing degrees in agriculture and related disciplines at various 1890 Land-Grant Institutions were awarded scholarships. After completing their undergraduate degrees, the scholars will be offered permanent employment with APHIS. Their employment will assist APHIS in its efforts to introduce more students to agriculture and increase the diversity of its workforce.

Using the Presidential Management Fellows (PMF) Program for recruiting and advancing graduate and professional school graduates, including traditionally underrepresented community members.

Annually, the PMF Program attracts thousands of advanced degree students from all academic disciplines. APHIS made job offers to two students, but they unfortunately declined the offers.

CAREER DEVELOPMENT OPPORTUNITIES

The APHIS Talent Management and Leadership Development Board (TMLDB) is composed of agency senior executives who champion and guide the learning and developmental activities of the organization. In fiscal 2011 the Board continued its work to formalize and improve APHIS' various leadership development programs. The APHIS Talent Management and Leadership Development Board:

- Charts the course for achieving the Agency's succession planning priorities;
- Assesses the leadership potential and recommends talent development opportunities for APHIS employees from an Agency wide perspective;
- Facilitates the development and tracking of metrics for leadership and talent development;
- Provides input to the HR Division on Agency goals related to leadership and talent development.

Key elements of APHIS' employee development strategy include the use of the APHIS Leadership Roadmap and the APHIS Leadership Development Toolkit. These employee and career development resources are based on OPM's 28 specific leadership competencies and provide employees with information on the various competencies associated with each stage in their potential career path. While the Roadmap presents this information in a useful one page summary, the Development Toolkit carries the process further by describing in detail the behavioral examples for each competency at each employee level. The Toolkit also identifies a wide variety of learning experiences (classroom, on-line, detail assignments, assessments, action learning projects, and etc.) and learning relationships (mentoring and coaching) to build each of the competencies. The Kit was updated in FY 2011 to increase the use of this tool as a resource which provides a methodical process to develop employees' Individual Development Plans, and program managers can utilize this guide for ongoing development discussions with all employees to facilitate growth and continuing advancement.

In addition to providing employees with career development information in the form of strategies and guides, APHIS fully utilizes both formal training and partnerships with academia to develop its employees. Some of the training and developmental activities available to employees include:

- The Federal Executive Institute's "Leadership for a Democratic Society", "Public Service Leadership: Vision, Values and Vital Strategies".
- The USDA Senior Executive Service Candidate Development Program (SES CDP) is used to develop senior managers based on OPM's five Executive Core Qualifications.

- Fundamentals of APHIS Human Resources Management (FAHRM) the Agency's mandatory training program for new supervisors providing a broad survey of the key skills and competencies required for successful performance in a new supervisory position.
- Administrative Processes Training - An overview for Administrative support personnel of the various business support functions in APHIS offered by Human Resources, Procurement and Finance.
- Training courses developed by APHIS focusing on the Office of Personnel Management's (OPM) 28 leadership competencies. Training and development methodologies include web-based training, classroom instruction, coaching, mentoring and rotational opportunities, and shadow assignments to strengthen leadership competencies.
- APHIS sponsored in-house leadership and career development programs at the basic, intermediate, project/program manager and advanced levels. A new program was launched in FY2011 for administrative support personnel.
- The agency has a cross-cultural international training program designed to help strengthen an individual's success in international components of their position. By participating in the various program components, employees enhance their ability to work more effectively with their international counterparts, therefore bridging differences through successful dialogue. They learn to see, think, act, and mobilize in culturally mindful ways. 25 APHIS employees including supervisory personnel participated in APHIS International Training Program.

The APHIS Basic Leadership Development Program (BLDP) is the foundation for every employee to build strong individual leadership skills starting at the lowest levels of the agency. The BLDP has been revised to include a variety of assessments that focus on leveraging individuals' strengths and identifying areas for professional improvement. This program targets employees at the grades 4 to 6 level and provides career management opportunities to build a competitive career portfolio. Access to the program requires supervisory approval but is otherwise available to all employees. APHIS recently converted this curriculum to a web based format designed to increase employee access while reducing the travel costs associated with the program. As a result, the BLDP is now accommodating 69 individuals throughout the country. The program focuses on developing the following competencies: customer service, interpersonal skills, written communication, oral communication, resilience, integrity/honesty, flexibility, public service motivation, continual learning and problem solving.

The Intermediate Leadership Development Program (ILDLP) is a key component to ensuring that APHIS meets its mission and goals in the 21st century. Selection for participation in the program is selective. The ILDP consists of a blended learning curriculum, a shadow assignment, a panel discussion with organizational leaders and an action learning team project. It is designed to develop a number of critical core competencies required for participants to successfully perform in GS 7-11 level positions including: accountability, conflict management, influencing and negotiating, leveraging diversity, partnering, political savvy, problem solving, resilience, and strategic thinking. Participation in the program is competitive.

Leadership Development for Project/Program Managers (LDPM) targets GS 12-14 employees who manage projects or programs and who lead teams (within their units or across program or agency lines) in accomplishing those projects and programs. Employees at this level of the Roadmap do not have supervisory authority over the team members they lead; however, because of the critical work APHIS Project and Program Managers play in creating a high performing organization, the LDPM program addresses an important niche in APHIS' constellation of employee development programs. The LDPM goals are to:

- Equip participants to lead from their position, regardless of supervisory status;
- Equip participants to confidently and efficiently lead projects and programs;
- Equip participants to effectively communicate internally and externally (stakeholder engagement) in both oral and written format; and,
- Provide a stepping stone in career development and management.

APHIS' Advanced Leadership Development Program (ALDP) is a vital component of the organization's succession planning strategy and is designed to help participants perform successfully in advanced supervisory and managerial level positions. The ALDP is filled via a competitive process open to all full-time GS 12-14 employees. Participants must have been employed with the Agency for a minimum of 1 year. The program is designed to develop the following competencies: creativity and innovation, developing others, external awareness, financial management, human capital management, leveraging diversity, partnering, political savvy, strategic thinking, technology management, and vision.

Administrative Career Development Services (ACDS) – The new program was launched in FY 11 to offer entry level clerical GS-4 and GS-5 administrative support personnel and their supervisors' custom curriculum design services intended to expand the basic administrative support skill set of these employees.

In addition to the programs described above, APHIS provides the following stand-alone offerings to employees in support of their developmental needs:

- Communication and Managing Up – Participants learn skills needed to support their leaders by making sound decisions that lead to positive results. Open to employees at all grade levels, one session of this 3-day training was provided to approximately 30 participants in 2011. The purpose of this course is to:
 - Enhance participants' interpersonal communication skills;
 - Provide critical elements needed to foster teamwork; and,
 - Learn effective conflict management styles in order to turn challenging situations into win-win experiences.
- Situational Frontline Leadership - Situational Frontline Leadership helps new and existing leaders build the essential leadership skills to positively impact employee performance and engagement and offers practical skill-building opportunities by allowing participants to select and practice with real work situations. The program equips leaders with a shared language and a method for adapting leadership behavior to meet the individual development needs of their direct reports. This year six 2-day

in-class programs were offered as well as three classes conducted virtually; 126 experienced supervisors participated in FY2011.

- Situational Self Leadership Training - This 2-day in-class training program is designed to enable the transition from responsiveness to responsibility as individuals learn to take the initiative for ideas generation, innovation and problem solving. The program enables individuals to transition from responsiveness to responsibility and helps employees to become more productive and satisfied in their work. The tools developed during the program help employees to effectively work with their supervisor in obtaining appropriate levels of direction and guidance for the various tasks that confront them on a daily basis. Participants explore what motivates them and what they need to do to improve their skills and confidence. This course was offered 4 times this year; 132 participants in FY 2011.

As APHIS continues to embrace Cultural Transformation, the Agency has offered seminars designed to help on create a workplace where all employees and customers are treated with dignity and respect. To that end, the Agency has provided employees with several Leadership Series Seminars (LSS) to address current leadership initiatives and challenges. For example:

Crucial Conversations - Tools for Talking When the Stakes Are High - One of the overarching goals of the CT initiative is improving communication. It is noted that a “one size fits all” approach is not appropriate yet threads of consistency would facilitate effective communication. The briefing on Crucial Conversations introduced a general communications tool which provides for conflict management skills to enhance direct two-way communications. The webinar provided ideas for identifying when employees are having (or need to have) a crucial conversation, and techniques for approaching the conversation in such a way that makes it a dialog rather than a confrontation. The leadership competency focus was interpersonal skills and conflict management; 188 participated in a VTC broadcasted program.

Building, Maintaining and Repairing Trust - This program was designed to address the concerns of APHIS employees regarding trust that were uncovered in the Employee Viewpoint Survey and focus groups held throughout APHIS. The purpose was to create connections for participants of the importance of building, maintaining and repairing trust in the leadership competencies of Integrity and Honesty, Developing Others, Influencing and Negotiating, Team Building, Partnering, Conflict Management and Leveraging Diversity. Additionally, the session provided a process for participants to build, maintain and repair trust in their working relationships. This webinar was offered at a variety of times, including an evening session, to increase access nationally and internationally; 169 employees participated.

The Mechanics of IDP’s and Engagement in Development Discussions - These sessions addressed the new mandate for IDPs and tips for engaging employees in the discussion and the use of a wide range of development activities beyond formal training. The APHIS Cultural Transformation Action Plan (CTAP) set a goal for improving the Individual Development Plans (IDP)/ Learning Contract (LC) process. IDPs' are a key component

of succession planning, and long-term career planning. Employees and supervisors can use IDPs to outline training and create activities that will lead to a more engaged, effective and skilled workforce that will be needed in the future. For FY2011, USDA established the goal of having at least 80% of employees with a formal IDP; APHIS was successful in getting 72% of employees with IDPs in AgLearn. We credit that success to the fact that 367 employees participated in these webinars.

Resilience and Optimal Performance - The cultural transformation initiative embraces employee engagement at all levels and helping develop competencies required in a fast moving environment. This seminar addressed the competency of "resilience" the capacity to bounce back, again and again, meeting all the demands required of us; 143 employees participated in this VTC broadcasted seminar.

APHIS continued to utilize its Civil Rights Information Academy to provide guidance to employees on the importance of equal opportunity in program delivery. Civil rights webinars were provided throughout the country and included briefing modules for Program Delivery, Outreach, and Compliance. The briefings included review of civil rights statutes, regulations, directives, and other guidance pertaining to equal opportunity in program delivery. Other subjects covered included limited English proficiency, program complaint processing, and accessibility to program and activities by disabled persons. The briefings are a standard component of the Fundamentals of APHIS Human Resources Management (FAHRM) courses open to potential and newly appointed supervisors. The Civil Rights Enforcement and Compliance Staff continue to support HR in the FAHRM courses. APHIS will continue to offer briefings about Program Delivery, Outreach and Compliance; as well as address these subjects in the APHIS Civil Rights Update (e-newsletter).

Lastly, APHIS has recently updated Directive 4315.1, Training Policy for Supervisors, Managers and Executives. While each probationary and experienced supervisor, manager, and career senior executive has always been required to complete a 360 degree assessment, the updates to the Directive created a more robust tracking and support system to ensure that these goals are met. Through more effective enforcement of this Directive, all APHIS supervisors will complete the 360 instrument once every 5 years in order to help determine and address their developmental needs. As a result, both the Agency and its employees will benefit from the resulting improvement in supervisory performance.

MENTORING & COACHING

Currently there are approximately 77 participants in APHIS formal Mentoring Program. It is open to employees at all grade levels although participants must have supervisory approval to join the program. Participants must include the mentoring program as an employee development option on their IDP. In addition, the Fundamentals of Human Resource Management (FAHRM) requires that all new supervisors also have a mentor for one year. For FY 2011 there are 95 participating in this aspect of formal mentoring.

The APHIS Leadership Development Toolkit provides an outline of the Mentoring Program requirements and explains how mentors and protégés can self-select their mentoring partner.

The APHIS Mentoring Program Coordinator enrolls the participants, provides orientation training and coaching, helps participants identify appropriate mentoring partners, reviews their mentoring applications, mentoring partnership agreements, and provides guidance with competency development and goal setting. The coordinator also initiates regular monthly check-ins with each participant offering tips, tools, discussion topics, support and encouragement during these sessions. On a regular basis, the effectiveness of each mentoring relationship is evaluated.

APHIS offers an internal coaching program designed to better prepare the agency to meet the succession needs by passing on institutional knowledge and developing its leaders. Participating employees provide coaching, mentoring, and guidance to other leaders, share best practices thereby preserving institutional knowledge. This service is intended, among other things, to provide APHIS leadership with continuing support to effectively deal with the challenges of a changing workplace and environment. Currently, the internal coaching cadre is comprised of 48 APHIS leaders serving as internal coaches. At this time 38 APHIS employees are matched with an internal coach.

APHIS has instituted a process to track changes in leadership personnel and offer assistance in smoothing the transition process that inevitably occurs when a new supervisor or manager assumes their role. Such assistance may include an organizational briefing, situational coaching, a Leadership Transition Workshop, or team building. During FY2011, 101 supervisors and managers were identified as entering a new leadership position and a variety of coaching and support services was offered to each.

Table 1 FEORP: Participants in Formal Government -Wide Career Development Programs

Race/National Origin & Gender	GS 1-4 Number	GS 1-4 Percent	GS 5 - 8 Number	GS 5 - 8 Percent	GS 9 - 12 Number	GS 9 - 12 Percent	GS 13 - 15 Number	GS 13 - 15 Percent	Senior Pay Number	Senior Pay Percent	
Overall Total	106	0	0.0%	18	17.0%	33	31.1%	51	48.1%	4	3.8%
Total Men	44	0	0.0%	6	5.7%	9	8.5%	26	24.5%	3	2.8%
Total Women	62	0	0.0%	12	11.3%	24	22.6%	25	23.6%	1	0.9%
Total Blacks	24	0	0.0%	11	10.4%	9	8.5%	4	3.8%	0	0.0%
Black Men	9	0	0.0%	4	3.8%	2	1.9%	3	2.8%	0	0.0%
Black Women	15	0	0.0%	7	6.6%	7	6.6%	1	0.9%	0	0.0%
Total Hispanics	19	0	0.0%	0	0.0%	5	4.7%	12	11.3%	2	1.9%
Hispanic Males	14	0	0.0%	0	0.0%	2	1.9%	10	9.4%	2	1.9%
Hispanic Women	5	0	0.0%	0	0.0%	3	2.8%	2	1.9%	0	0.0%
Total Asian/Pacific Islanders	8	0	0.0%	0	0.0%	2	1.9%	6	5.7%	0	0.0%
Asian/Pacific Islander Men	4	0	0.0%	0	0.0%	1	0.9%	1	0.9%	2	1.9%
Asian/Pacific Islander Women	4	0	0.0%	0	0.0%	1	0.9%	3	2.8%	0	0.0%
Total Native Americans	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Native American Men	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Native American Women	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total White	53	0	0.0%	5	4.7%	17	16.0%	29	27.4%	2	1.9%
Total White Men	17	0	0.0%	2	1.9%	4	3.8%	10	9.4%	1	0.9%
Total White Women	36	0	0.0%	3	17.6%	13	12.3%	19	17.9%	1	0.9%
Total 2 or More	2	0	0.0%	2	1.9%	0	0.0%	0	0.0%	0	0.0%
2 or More Men	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
2 or More Women	2	0	0.0%	2	1.9%	0	0.0%	0	0.0%	0	0.0%

Table 2 FEORP: Participants in Formal Agency Career Development Programs

Race/National Origin & Gender	GS 1-4 Number	GS 1-4 Percent	GS 5 - 8 Number	GS 5 - 8 Percent	GS 9 - 12 Number	GS 9 - 12 Percent	GS 13 - 15 Number	GS 13 - 15 Percent	Senior Pay Number	Senior Pay Percent	
Overall Total	2077	12	0.6%	338	16.3%	723	34.8%	973	46.8%	31	1.5%
Total Men	900	5	0.2%	86	4.1%	322	15.5%	468	22.5%	19	0.9%
Total Women	1177	7	0.3%	252	12.1%	401	19.3%	505	24.3%	12	0.6%
Total Blacks	252	5	0.2%	48	2.3%	81	3.9%	114	5.5%	4	0.2%
Black Men	89	2	0.1%	5	0.2%	37	1.8%	41	2.0%	4	0.2%
Black Women	163	3	0.1%	43	2.1%	44	2.1%	73	3.5%	0	0.0%
Total Hispanics	130	0	0.0%	18	0.9%	50	2.4%	58	2.8%	4	0.2%
Hispanic Males	60	0	0.0%	6	0.3%	21	1.0%	30	1.4%	3	0.1%
Hispanic Women	70	0	0.0%	12	0.6%	29	1.4%	28	1.3%	1	0.0%
Total Asian/Pacific Islanders	91	0	0.0%	4	0.2%	34	1.6%	53	2.6%	0	0.0%
Asian/Pacific Islander Men	57	0	0.0%	3	0.1%	21	1.0%	33	1.6%	0	0.0%
Asian/Pacific Islander Women	34	0	0.0%	1	0.0%	13	0.6%	20	1.0%	0	0.0%
Total Native Americans	12	0	0.0%	0	0.0%	2	0.1%	10	0.5%	0	0.0%
Native American Men	7	0	0.0%	0	0.0%	1	0.0%	6	0.3%	0	0.0%
Native American Women	5	0	0.0%	0	0.0%	1	0.0%	4	0.2%	0	0.0%
Total White	1571	7	0.3%	259	12.5%	548	26.4%	734	35.3%	23	1.1%
White Men	678	3	0.1%	69	3.3%	236	11.4%	358	17.2%	12	0.6%
White Women	893	4	0.2%	190	9.1%	312	15.0%	376	18.1%	11	0.5%
Total 2 or More	18	0	0.0%	8	0.4%	6	0.3%	4	0.2%	0	0.0%
2 or More Men	6	0	0.0%	2	0.1%	4	0.2%	0	0.0%	0	0.0%
2 or More Women	12	0	0.0%	6	0.3%	2	0.1%	4	0.2%	0	0.0%
NOHIP	3	0	0.0%	1	0.0%	2	0.1%	0	0.0%	0	0.0%
NOHIP Men	3	0	0.0%	1	0.0%	2	0.1%	0	0.0%	0	0.0%
NOHIP Women	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

ANIMAL AND PLANT HEALTH INSPECTION SERVICE

ANNUAL HISPANIC EMPLOYMENT REPORT FISCAL YEAR 2011

RECRUITMENT

Outreach to ensure recruitment is being conducted in all parts of the country, particularly where there is a significant Hispanic presence as indicated by US Census data (e.g., Southwest, Los Angeles, Chicago, New York, Miami).

To compete successfully for individuals within the Hispanic community as potential employees, APHIS must create an environment that will support their success. APHIS has developed a recruitment plan to increase the employment of Hispanics through targeted recruitment. During this current era of tighter budgets, better collaboration and new and innovative ways must be utilized to meet targeted recruitment goals, which can include the following:

- Utilize the existing USDA/Hispanic-Serving Institutions National Program Regional Directors to recruit students attending the Hispanic-Serving Institutions (HSIs). The vision of the USDA/Hispanic-Serving Institutions National Program is to maintain strategic partnerships between USDA and HSIs that provide equitable access to employment, educational and institutional development opportunities. The Regional Directors create strategic linkages. They assist students, faculty, and staff in accessing USDA educational and employment programs. Through campus visits, presentations, emails, word of mouth, and referrals they are able to network with students, faculty, and staff. Regional Directors raise awareness of USDA and the opportunities available to students and HSIs. This “personal touch” approach has been instrumental in creating systemic awareness of the opportunities available and the means to utilize them.
- Establish on-going relationships with educational institutions, in addition to the HSIs, with the highest percentage of Hispanic students with curriculums that meet the requirements of the agency’s mission critical occupations. This includes partnering with the Department Heads, professors and career placement offices. There should also be more focus on “work attractors”, those features of employer-employee relationships and work arrangements that engage interest (i.e., telework, non-traditional work hours, job sharing, physical workspace and infrastructure, and work structure).
- Establish and maximize relationships with Hispanic Chamber of Commerce and National Hispanic Organizations involved in recruitment and outreach (i.e., Society of Hispanic Professional Engineers, National Association of Hispanic Federal Executives, Hispanic Scholarship Fund Institute, League of United Latin American Citizens, National Association of Mexican American Rights, Hispanic Association of Colleges and Universities, etc.). This includes participating in conferences sponsored by these organizations and advertisement in any publications sponsored by these organizations.

- Utilize current agency employees that are graduates of or have strong affiliations with HSIs and any of the targeted educational institutions. As alumni, they already have existing relationships or familiarity with the schools. They can participate in campus events, such as informational and networking sessions, classroom presentations, and career fairs as well as participate in virtual activities (i.e., webinars). These employees can serve as mentors and points of contact for students that may have questions regarding their career paths with the agency. If the educational institutions have campus newsletters, the employees can submit articles describing their career paths with the agency and the benefits of employment with the agency. As a marketing strategy, employees can serve as “visible” possibilities as to what an education and hard work can bring to their career endeavors.
- Establish stronger linkages between recruitment efforts and actual vacancies. Ensure that all parties involved in the recruitment phase are aware of vacancies and given ample notice to inform the targeted audience. This also includes advertising positions in journals targeting Hispanics as well as those for critical skills areas (i.e., veterinarians, biologist, etc). Low-cost mechanisms include electronic notifications to targeted educational institutions and National Hispanic Organizations.
- Establish a standardized template for recruiters and agency representatives to document strategies for working with individual schools and organizations. The template serves as a structured consistent process that can be used as a basis for data collection on agency-wide recruitment activities.

APHIS continues to work with the Hispanic community at every opportunity. To reach the Hispanic population, APHIS attended the following events:

- League of United Latin American Citizens (LULAC) National Convention & Exposition: June 27 - July 2, 2011. LULAC is the premier Hispanic convention and draws over 20,000 participants each year including the top leaders from government, business, and the Hispanic community. The USDA has a long standing relationship with this organization.
- National Council of LaRaza (NCLR) Conference: July 23 – 26, 2011. NCLR is the largest national Hispanic civil rights and advocacy organization in the United States— works to improve opportunities for Hispanic Americans.
- Society of the Advancement of Chicanos and Native Americans in Science (SACNAS): September 30 – October 3, 2010. SACNAS is a national society with a 37-year history of supporting minority scientists and science students. The society is comprised of over 3,000 members along with more than 20,000 affiliates and partners from a diversity of disciplines, institutions, ethnic backgrounds, and levels. The USDA has a long standing relationship with this organization.

Use of student educational employment programs and internships (e.g., Student Career Experience Program, Student Temporary Employment Program, Federal Career Intern Program) to ensure Federal employment opportunities are extended to a broad array of sources for entry-level positions. Using the Presidential Management Fellows (PMF) Program for recruiting and advancing graduate and professional school graduates, including Hispanics. Participating in intern programs (e.g., HACU, CHCI, SHPE, MAES, etc.) to recruit new talent directly.

In keeping with the Department's goal to increase the employment of student interns, the recruitment initiative was revamped focusing on increasing the demographics and diversity of our potential student hires. Vacancy announcements were distributed and targeted recruitment and marketing of positions was conducted at colleges/universities, specifically minority serving institutions and organizations and to educational institutions that offer curriculums that meet the requirements for mission critical positions. In addition, HR has taken an active role in providing Hispanic Serving Institutions (HSIs) with notifications of vacancies. More than 45 HSIs in 8 states routinely receive notification of APHIS position vacancies.

The Agency utilizes cooperative agreements with minority serving institutions for the 1890 National Scholars Program and the 1994 Tribal Scholars Program. These cooperative agreements cover payment of the student's tuition, housing, and salaries.

APHIS has hired students from this Hispanic community under the following programs:

- Student Temporary Employment Program: 5 Hispanic Males/7 Hispanic Females
- Student Career Experience Program: 2 Hispanic Females
- Hispanic Association of Colleges and University (HACU) National Internship Program: 4 Hispanic Males/2 Hispanic Females

Developing of and maintenance of long-term partnerships with academia, professional associations and minority-serving organizations and dissemination of information on Federal employment opportunities to students, faculty, educational institutions and school systems with Hispanic representation.

APHIS makes it a practice to work with the Hispanic community when implementing new programs. The agency is forging strong relationships with representatives from Hispanic serving institutions and community-based organizations, along with state officials and producers to forge partnerships within Hispanic communities for outreach and education.

APHIS has a nationwide network of 19 Hispanic Employment Program Managers (HEPM's) who are collateral duty employees devoting up to 20% of their official time to ensuring equal employment of Hispanic Americans in APHIS. HEPM's also plan and facilitate the Hispanic Heritage Month observance and other educational awareness programs for APHIS employees. Through these programs, APHIS often interacts with Hispanic business leaders and teachers, and employs trainers and entertainers in the community. APHIS also reaches the Hispanic community through the Partnership in Education program which is a mentoring program with local schools with a significant Hispanic population.

APHIS has developed a partnership with the USDA/Hispanic-Serving Institutions National Program Regional Directors to the recruit students attending the Hispanic-Serving Institutions (HSIs). The Regional Directors create strategic linkages. They assist students, faculty, and staff in accessing USDA educational and employment programs. Through campus visits, presentations, emails, word of mouth, and referrals they are able to network with students, faculty, and staff. Regional Directors raise awareness of USDA and the opportunities available to students and HSIs. This “personal touch” approach has been instrumental in creating systemic awareness of the opportunities available and the means to utilize them.

CAREER DEVELOPMENT/RETENTION

Establishment of clear paths to acquire the competencies, skills, knowledge, and experience Hispanic employees need for their continual learning and career development. Participation of Hispanics, in management, leadership and career development programs is promoted and disseminated throughout the agency.

Key elements of APHIS’ career development strategy for its employees include the use of the APHIS Leadership Roadmap and the APHIS Leadership Development Toolkit. These employee and career development resources are based on OPM’s 28 specific leadership competencies and provide employees with information on the various competencies associated with each stage in their potential career path. While the Roadmap presents this information in a useful one page summary, the Development Toolkit carries the process further by describing in detail the behavioral examples for each competency at each employee level. The Toolkit also identifies a wide variety of learning experiences (classroom, on-line, detail assignments, assessments, action learning projects, and etc.) and learning relationships (mentoring and coaching) to build each of the competencies. The Kit provides a methodical process to develop employees’ Individual Learning Contract, and program managers can utilize this guide for ongoing development discussions with all employees to facilitate growth and continuing advancement.

In addition to providing employees with career development information in the form of strategies and guides, APHIS fully utilizes both internal and external leadership development programs to develop its employees. The participation of Hispanics in APHIS for these programs is shown in the following table:

Participants in Formal Agency Development Programs	GS1-4	GS 5-8	GS 9-12	GS 13-15	SES
Total Hispanics	0	18	50	58	4
Hispanic Men	0	6	21	30	3
Hispanic Women	0	12	29	28	1
Participants in Formal Government-wide Development Programs					
Participants in Formal Government-wide Development Programs	GS1-4	GS 5-8	GS 9-12	GS 13-15	SES
Total Hispanics	0	0	5	12	2
Hispanic Men	0	0	2	10	2
Hispanic Women	0	0	3	2	0

Development of mentoring programs to motivate employees, including Hispanics, to pursue career advancement, both formal and informal.

Currently there are approximately 77 participants in the APHIS formal Mentoring Program. It is open to employees at all grade levels although participants must have supervisory approval to join the program. Participants must include the mentoring program as an employee development option on their IDP.

The APHIS Leadership Development Toolkit provides an outline of the Mentoring Program requirements and explains how mentors and protégés can self-select their mentoring partner. The APHIS Mentoring Program Coordinator enrolls the participants, provides orientation training and coaching, helps participants identify appropriate mentoring partners, reviews their mentoring applications, mentoring partnership agreements, and provides guidance with competency development and goal setting. The coordinator also initiates regular monthly check-ins with each participant offering tips, tools, discussion topics, support and encouragement during these sessions. On a regular basis, the effectiveness of each mentoring relationship is evaluated.

In addition to typical mentoring and training activity, APHIS is engaged in a number of other developmental and support activities. One example is the recently launched internal coaching program designed to facilitate the passing of institutional knowledge from seasoned Agency leadership to individuals who are in the process of developing their leadership capacity. Coaches signing up for the program participate in a best practices orientation and coaching workshop. Employees wishing to be paired with a coach received three best matches based on data collected from both coaches and participants in the program. This leader as coach approach has provided APHIS leaders with an active vehicle to further invest in the organization through the development of its future leaders. In addition to this more formal and extended process, APHIS also provides just in time coaching services that focus on a particular challenge or situation a leader may be facing.

Finally, APHIS manages a contract for external coaching services available for Agency senior leaders. Currently, five coaching firms and a cadre of fifty professional coaches are “on call” to meet the external coaching needs of APHIS leaders. The following coaching services are available to all APHIS leaders:

- Leadership Coaching
- APHIS Internal Coaching
- Developmental Coaching
- Situational Coaching
- Transitional Coaching

ACCOUNTABILITY

Diversity and Inclusion training is provided for senior executives, managers and supervisors.

Substantially improved the curriculum for Agency's supervisors on diversity and Civil Rights and all managers/supervisors have a mandatory EEO element in their performance standards. APHIS delivered or managed the following developmental programs, training courses and services:

Courses:

Cultural Awareness training for Hispanic Heritage month
Cultural Awareness training
Customer Service Training for MRP Business Services' Civil Rights Committee
Generational Differences Workshops
Crucial Conversations Workshops
Leadership Toolkit for APHIS
Administrative Process Workshop for Administrative Support Employees
Internal Advancement Courses
Pre Retirement Briefing

Developmental Programs:

Fundamentals of APHIS Human Resource Management for probationary supervisors
APHIS Basic, Intermediate and Advanced Leadership Development Programs

Services:

Career Development Coach/Mentor for HACU Policy and Program Development (PPD) employees
Delivered pilot program for career development Growth Opportunities and Learning for Support Staff (GOALS) for administrative professionals

Senior executives and managers' involvement in all phases of recruitment, outreach, and retention of a high-quality diverse workforce. These human capital responsibilities are linked to the performance of managers and supervisors.

The APHIS Talent Management and Leadership Development Board (TMLDB) is composed of agency senior executives who champion and guide the learning and developmental activities of the organization. In fiscal 2011 the Board continued its work to formalize and improve APHIS' various leadership development programs. The APHIS Talent Management and Leadership Development Board:

- Charts the course for achieving the Agency's succession planning priorities;
- Assesses the leadership potential and recommends talent development opportunities for APHIS employees from an Agency wide perspective;
- Facilitates the development and tracking of metrics for leadership and talent development;

- Provides input to the HR Division on Agency goals related to leadership and talent development.

All APHIS supervisory, managerial and executive personnel have mandatory critical elements in their performance plans that address Equal Employment Opportunity and Human Capital Management responsibilities. In an effort to assist leaders in successfully meeting the requirements of these elements, during the past year the Human Resources Division (HRD) provided executive briefings on Hiring Flexibilities as they relate to supervisor, managers and executives' responsibilities in helping to diversify the organization's workforce. HRD also partnered with Agency executives on the TMLDB in the development of diversity recruitment and outreach strategies for succession planning.

The recently updated APHIS Succession Plan 2010-2014 identifies the organization's anticipated leadership gaps over the next five years and includes several broad strategies to close them. It includes needs and supply forecasting, gap analysis, gap closure strategies, implementation and communication plans, and establishes performance measures to evaluate plan efficacy. The Plan is designed to bring together in one controlling document information from the Agency's program specific succession plans, and builds upon a number of previously implemented Agency-wide initiatives that support succession planning strategies. For example, the plan's recruitment strategies highlight the importance of ensuring that the APHIS leadership contingent is diverse and reflective of the public the Agency serves. The plan highlights APHIS' ongoing efforts to adopt specific leadership competency based human resources practices in hiring, developing and managing the performance of the organization's supervisory and managerial personnel. It continues the Agency's longstanding commitment to employing talented individuals who possess not only technical or scientific acumen, but the leadership competencies necessary to carry the Agency forward into the future. It focuses Agency efforts on developing a decision support infrastructure to assist supervisors and managers in carrying out their employee development responsibilities. In following the lead of the Secretary's Cultural Transformation effort, the Plan represents a conscious effort by current APHIS leadership to shape the competency profiles of future Agency leaders, and, by extension, the organization's work culture. While activities related to the adoption of Plan strategies have only recently gotten underway, APHIS managers have engaged in a number of activities such as:

- Regularly using the APHIS Leadership Roadmap and the APHIS Leadership Development Toolkit to facilitate discussions with employees on their career aspirations and developmental goals;
- Encouraging and supporting employee participation in the APHIS Basic, Intermediate and Advanced Leadership Development Programs; and,
- Promoting the use of developmental assignments or details where appropriate.

In addition to its Succession Plan, APHIS has also recently developed an APHIS Workforce Planning Guide that provides information and processes for program leaders to employ to ensure a systematic approach to workforce planning throughout APHIS. Use of the Guide is currently being piloted in several programs with the Agency. It defines fundamental steps to develop and

implement workforce plans as well as identifies resources available to assist in the overall process. This Guide is intended to:

- Assist in creating a high quality, diverse workforce;
- Provide a clear linkage between strategies for recruitment, training, employee development, retention and other HR programs and the organization's short- and long-term goals and objectives;
- Help the organization meet its workforce competency and skills needs by examining workforce competencies now and in the future, and evaluating how organizational practices will maintain and develop these competencies;
- Provide focus and context for the examination of workforce demographics, and retirement projections; and,
- Help in identifying various partnering, de-layering and reorganizing opportunities.

EEOC FORM 715 - 01

EEO Program Status Report

PART I

EEO Plan to Eliminate Identified Barriers and FY 2011 List of Accomplishments

EEO Plan To Eliminate Identified Barrier

FY 2012
USDA, Animal and Plant Health Inspection Service

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

Establish and Meet Hiring and Retention Goals for Employees with Targeted Disabilities

A review of the workforce statistics shows APHIS' total workforce at the end of FY 2011 was 8,763. Of this number 83 or 0.94% were persons with a Targeted Disability. APHIS does not meet the Federal Initiative goal of employing 2% of employees with a Targeted Disability. Of the total APHIS employment 930 (602 males and 328 Females) or 10.6% are Hispanic. Additionally, of the 83 employees with a Targeted Disability 10 or 12% are Hispanic. Hispanic or Latino employees represent the highest percentage of employees with a Targeted Disability among minority groups.

APHIS continues its commitment to hiring persons with Targeted Disabilities by continuing its hiring goal to increase the number of employees with a TD by 10 employees each year for the next 3 years (FY 2012 - FY 2014).

FY 2011 Employees with Targeted Disabilities 83 or .94%	3-Year Hiring Goal	Fiscal Year Increase
Fiscal Year 2012	93	+10
Fiscal Year 2013	103	+10
Fiscal Year 2014	113	+10

A review of the past 5 years of employment data shows a trend of under representation for Hispanic females when compared to the Civilian Labor Force, with the largest disparity occurring in 2010. During this same time frame employment for Hispanic men has remained above the CLF and is currently at 6.87% vs the CLF of 6.20%. Hispanic females are currently at 3.74% which is below the CLF of 4.5%.

Of the total Separations for persons with a TD 1 or 11% were Hispanic females.

In FY 2011, there were 83 APHIS employees with a TD. Of the 83 employees 70 or 84% were permanent employees and 13 or 16% were temporary employees. The majority of permanent employees with a TD work for the Plant Protection and Quarantine (PPQ) program (30 or 36%), followed by 21 or 25% in the Veterinary Services program. Of the employees with a TD most are concentrated in Grades GS-5 through GS-12 (49 or 59%). The majority of the employees with TD are in the GS pay plan, however, APHIS does employ 7 persons in the GM, WG and AD pay plans with targeted disabilities. There were no New Hires among Hispanics with a TD during FY 2011.

BARRIER ANALYSIS:

Provide a description of the steps taken and data analyzed to determine cause of the condition.

In FY 2011, the APHIS total permanent workforce decreased by 140 employees, reflecting a net change of -1.57%. (During FY2010 APHIS employed 80 persons with a TD compared to the FY 2011 total of 83 employees with a TD, a net change of +3.75%). During this same timeframe there was a decrease of -1 among Hispanics with a TD. A 5 year data review shows that overall Hispanic females are historically under represented and Hispanic males are marginally at parity with the CLF.

Hispanic Employees

Total employment for Hispanics in FY2011 was 930 or 10.6% of the total APHIS employment. Of the total employees with a TD 10 or 12.4% (5 males and 5 females) were Hispanic. There was 1 Separation (1 female) among Hispanics with a TD, and no Hispanic New Hires with a TD. Hispanic women are under -represented by (-.76%) as compared to the CLF.

African American Employees

Total employment for African Americans in FY2011 was 717 or 8.2% of the total APHIS employment. Of the total employees with a TD 6 or 7.4% (1 male and 5 females) were African American. Among the total New Hires for FY2011 were 3 African Americans with a TD (2 males and 1 female). There was 1 Separation (1 male) among African Americans

	<p>with a TD. African American women are underrepresented by (-0.67%) as compared to the CLF.</p> <p><u>Asian Employees</u> Total employment for Asians in FY2011 was 485 or 5.5% of the total APHIS employment. Of the total employees with a TD 3 or 3.6% (3 males) were Asian. Among the total New Hires for FY2011, 1 was Asian (1 male). There were no Separations among Asian employees with a TD.</p> <p><u>AI/NA Employees</u> Total employment for AI/NA in FY2011 was 84 or .95% of the total APHIS employment. Of the total employees with a TD there was 1 or 1.2% AI/NA female. There were no New Hires or Separations among AI/NA with a TD during FY2011.</p> <p><u>NAOPI Employees</u> Total employment for NAOPI in FY2011 was 81 or .92%. Of that total there were no NAOPI employees with a TD.</p> <p><u>White Employees</u> Total employment for White males and females in FY2011 was 6,344 or 72% of the total APHIS employment. Of the total employees with a TD 59 or 71% were White (32 males and 27 females). Among the total New Hires for FY2011 were 3 White males and 5 White females with a TD. There were 6 Separations, (5 White males and 1 White female) with a TD. White women are underrepresented by (-5.13%) as compared to the CLF.</p>
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Improve the Agency's Recruitment and Retention Strategies for persons with targeted disabilities.</p> <p>Improve the Agency's Recruitment and Retention Strategies for Hispanics, particularly Hispanic women.</p>
<p>OBJECTIVE:</p> <p>To attract highly qualified candidates to meet staffing needs. HR and CREC will continue to target and identify disabled employees through special recruitment efforts.</p>	<p>Assist APHIS HR and hiring officials in meeting the established APHIS 3-year hiring goal of increasing the number of persons with targeted disabilities by a total of 30 employees for the next 3-years (<i>FY 2012 - FY 2014</i>).</p> <p>Promote and support Persons with Targeted Disabilities recruitment and hiring.</p> <p>Assist hiring officials in taking a proactive approach to targeted recruitment strategies when filling positions.</p> <p>Increase disability employment program managers' communication with managers and supervisors through the use of conference calls, newsletters and email.</p> <p>Provide managers and supervisors with practical working information and step-by-step details to utilize the Schedule A Hiring Authority.</p> <p>Establish recruitment objectives in each program area for employment of persons with targeted disabilities.</p> <p>Quarterly reporting to the APHIS Management Team and managers and supervisors on the progress in hiring and retaining persons with targeted disabilities and resources for consideration.</p> <p>Assist APHIS HR and hiring officials in establishing and maintaining goals for hiring and retaining persons with targeted disabilities. Encourage hiring officials to recruit and retain persons with targeted disabilities by utilizing such organizations as the WRP for College Students with Disabilities, the Job Accommodation Network (JAN) and other organizations specializing in identifying qualified individuals with TD for employment with APHIS.</p>

	<p>Continue to circulate résumés of persons with TD to various USDA and APHIS offices in headquarters and field locations.</p> <p>Require annual reasonable accommodation procedures and sensitivity training to managers and supervisors to alleviate the separation of persons with targeted disabilities due to the lack of resources or knowledge.</p>
<p>HR and CREC will work collaborative through special recruitments efforts and development of internal processes to hire and retain Hispanic employees, and to correct overall agency under representation, particularly among women.</p>	<p>Establish recruitment objectives and maintain goals for hiring Hispanics and women.</p> <p>Increase targeted recruitment efforts to universities and institutions with large Hispanic and female enrollment.</p> <p>Establish a quarterly reporting system to monitor and evaluate progress and provide reports to the AMT.</p> <p>In conjunction with HR, Provide Technical Assistance (TA) visits with a specific emphasis of correcting underrepresentation.</p> <p>Use EEO data to identify strengths and weaknesses, with recommendations, for hiring and retention initiatives.</p>
RESPONSIBLE OFFICIAL:	APHIS Administrator
DATE OBJECTIVE INITIATED:	November 1, 2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2014

**Report of Accomplishments
For
EEO Plan to Eliminate Identified Barriers**

FY 2011

Assist APHIS HR and hiring officials in meeting the established APHIS' 3-Year hiring goal of increasing the number of persons with targeted disabilities by a total of 30 employees for the next 3-years (FY 2010 - FY 2012).

- APHIS has exceeded this goal with the hiring of 13 employees with a Targeted Disability during FY 2011.

Increase Disability Employment Program Managers communication with managers and supervisors through the use of conference calls, newsletters, and email.

- The Disability Employment Program Managers (DEPM) and Administrative Officers have met with human resources to review special hiring practices and outreach strategies.
- The Civil Rights DEPM continues to provide notice to the agency DEPM's, via E-mails, regarding outreach events.
- The civil rights DEPM continues to meet monthly with Program DEPMs to discuss strategies regarding the recruitment and retention of persons with a disability.
- HRD provided monthly updates to MRP management and relevant stakeholders via email specific to new/revised OPM/Departmental disability-related policies and procedures; training opportunities; DOL/WH conference calls; and outreach events.
- HRD submitted MRP Monthly Disability Hiring Report to Departmental Management for monthly CHCOC meetings.

Provide managers and supervisors with practical working information and step-by-step details to utilize the Schedule A Hiring Authority.

- HRD continues to educate hiring managers on the use of special appointing authority for 30 percent disabled veterans. This information is also included in the HR Broadcast Newsletter which is published on a quarterly basis.
- HRD provided hiring managers with options for hiring candidates through the Schedule A (u) hiring authority during the recruitment consolidation.
- HRD coordinated with hiring officials to market and hire individuals from the OPM Shared List of Candidates with Disabilities.
- HRD successfully partnered with State Vocational Rehabilitation Agencies and organizations that service individuals with disabilities.
- HRD marketed additional disability-related hiring resources to hiring officials, including SSA's Ticket-to-Work program.

Review job series not traditionally viewed as accessible to persons with disabilities. Analyze the most prevalent job series in each APHIS program area and research possible technologies for accommodations.

- HRD consulted with hiring managers to discuss potential for expanding job opportunities for 2210, 401, 701, and 1980 series.
- HRD coordinated with Reasonable Accommodation/Target Center staff to arrange accommodations solutions for job applicants and Agency employees.

Establish recruitment objectives in each program area for employment of persons with targeted disabilities.

- The numerical recruitment objectives/goals were established by Agency management at the beginning of FY 2011 and resulted in a coordinated effort among HRD, Staffing, CREC, and T&D branch to manage its ongoing affirmative disability employment program. CREC monitors the hires of individuals with targeted disabilities to determine if the Agency is meeting its established goals.

Assist APHIS HR and hiring officials in establishing and maintaining goals for hiring and retaining persons with targeted disabilities. Encourage hiring officials to recruit and retain persons with targeted disabilities by utilizing such organizations as the WRP for College Students with Disabilities, the Job Accommodation Network (JAN) and other organizations specializing in identifying qualified individuals with TD for employment with APHIS:

- The agency SPPC and Agency DEPM instituted stakeholder monthly education campaigns specific to such resources as JAN, WRP, OPM Shared List of Candidates, et al., to increase the employment/participation rates of individuals with targeted disabilities. This resulted in increased awareness among hiring officials on how to effectively access and utilize these resources to recruit individuals with targeted disabilities. Additionally, SPPC regularly consulted with Agency hiring officials/managers on how to successfully locate, recruit, and hire candidates with targeted disabilities for vacant, funded positions and coordinated reasonable accommodation solutions with RA staff.

Utilize USAJobs system in locating and recruiting persons with TD in the APHIS workforce.

- HRD reviewed this feature, but is currently not using it. HRD feels that other recruitment options are more effective at this time.

Continue to circulate résumé's of persons with TD to various USDA and APHIS offices in headquarters and field locations.

- CREC and T&A Branch have provided several resumes from IWD to the Agency SPPC for job consideration. The SPPC communicated these applicants to ascertain geographical, salary, and position interests and forwarded resumes to hiring officials for job consideration.

Require annual reasonable accommodation procedures and sensitivity training to managers and supervisors to alleviate the separation of persons with targeted disabilities due to the lack of resources or knowledge.

- APHIS provided required training on RA procedures as well as increasing sensitivity during FY2010. Training was provided on line through an AgLearn course, which is still available, and through instructor led classes both in person and in webinar formats. In FY2011 this was not part of the HRD stated priorities, however training was provided as requested by specific program areas and was specifically provided for employee relations and human resources operations to increase the hiring of persons with targeted disabilities.

Applicant Flow Data:

The Agency Human Resource Office received approval from the Department to begin tracking race, sex, and national origin (RSNO) data for applicants in November, 2009. This capability was implemented on February 26, 2010. The system can track RSNO data only; targeted disabilities data for applicants is not captured pursuant to a Departmental decision. Requests for RSNO and targeted disabilities information are included as part of the questions completed by each applicant. Responding to these questions are optional and at the discretion of the applicant.

Although HR is able to provide some data for tables A-7, A-9, and A-11 that are still not populated in the National Finance Center, its automated Staffing system cannot distinguish between mission area agencies. Even though HR does ask applicants a question about each applicant's agency, it cannot be pulled into a report. The situation had not changed as of the fourth quarter of FY 2011. The frequency with which applicants fail to disclose RSNO information and the inability of the system to separate data by agencies renders analysis of applicant flow data impossible as of the date of this report.

HR has been advised of the problem and will check with their system vendor to see how the reporting requirements can be addressed.