



United States Department of Agriculture



Animal and Plant Health Inspection Service



Civil Rights Performance Report

Fiscal Year 2012

(Period Covering August 1, 2011 – July 31, 2012)

A handwritten signature in blue ink, appearing to read "Kevin Shea".

KS
Kevin Shea
Acting Administrator

July 31, 2012

Date

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EXECUTIVE SUMMARY

The APHIS Civil Rights Performance Report illustrates progress in the implementation of the USDA Civil Rights Performance Plan. The report is consistent with EEOC's Management Directive 715, the Department of Justice Executive Order 12250, and Departmental Regulation 4300-010, Civil Rights Accountability Policy and Procedures.

The due date for this report is August 1, 2012 and covers the period August 1, 2011 through July 31, 2012. To ensure accuracy, computations for Civil Rights EEO Complaints was based on Fiscal Year 2012 data (10/01/11 – 07/31/12), the source for this data is the USDA Enterprise System "iComplaints". Below is a summary of our actions and results in support of the Department's Civil Rights and Cultural Transformation strategic goals.

GOAL 1. Commitment of Agency Leadership/Strategic Plan Integration

The APHIS Strategic Plan includes agency priorities and lays out a road map for maximizing the agency's available resources (See **Appendix 1, Civil Rights Commitment, page 80**). APHIS recently updated issued its Civil Rights and Anti-Harassment policy statements and issued its first Diversity and Inclusion policy statement (See **Appendices 2, 3 & 4, page 80-82**) in June/July 2012. Copies of those statements are provided via email to all employees and posted on the web. Printed posters are mailed to all supervisors and managers for display in the workplace.

APHIS Office of Civil Rights, Diversity and Inclusion (OCRDI) personnel work closely with Senior executives, managers and supervisors to utilize various agency training, including webinars and other web-based training as a resource to develop credible measures to accurately assess employee performance and align performance plans with the Agency's organizational goals and strategic plan. EEO Civil Rights Performance Elements for Managers, Supervisor and Non-Supervisory Employees are attached. (See **Appendix 5, page 84, Samples of Performance Plans with EEO Element GS-15, GS-14, GS-13, GS-12, GS 9-11, GS 1-8**).

APHIS works closely with managers and supervisors to ensure all appropriate agency actions are reviewed for civil rights impact. We also work closely with the Office of the Assistant Secretary for Civil Rights (ASCR) and all APHIS program areas to ensure detailed civil rights impact analysis for a wide range of agency actions. CRIAs were conducted for each of the 7 rules and 16 office closures subject the Departmental clearance process to include review by the Office of the Assistant Secretary for Civil Rights (ASCR). APHIS also completed 27 CRIAs on APHIS internal actions to include manuals, directives, and other actions. During the reporting period, APHIS completed a total of 52 CRIAs.

GOAL 2. Program Delivery: Proactive Management and Legal Compliance

APHIS proactively identified and worked with a broad scope of diverse organizations to expand service delivery. In addition to the numerous AgDiscovery programs with over 250 students participating, APHIS partnered with 18 community based organizations and universities to expand program delivery and outreach. APHIS funding for those partnerships totaled nearly \$2.25 million. The partnerships involved capacity building, student internship opportunities, scholarships, conference support, and research and development. Some of the funded partnerships include:

- USDA/1890 National Scholars Program (\$162,000) - Currently in FY 2012, APHIS has a total of 13 scholars including 1 selected for the incoming 2012-2013 school year.
- Public Service Leaders Scholars Program (\$30,000) - This fiscal year, APHIS has 2 Scholars enrolled in this program.
- Florida A&M University Veterinary Technology Program (\$750,000) This is a capacity building initiative.
- Professional Agricultural Workers Conference (PAWC) (\$10,000) PAWC, which is sponsored by Tuskegee University.

- Hispanic Leader in Agriculture and the Environment (HLAE) (\$60,000)
- Federal Asian Pacific American Council (FAPAC) (\$10,000).
- USDA/1994 Tribal Scholars Program (\$15,000)
- Federation of Southern Cooperatives/Land Assistance Fund (\$150,000)
- The Patriots Technology Training Center (PTTC) (\$5,000)
- Rural Coalition/Coalición (\$90,000)
- National Latino Farmers and Ranchers Trade Association (NLFRTA) (Washington, DC) (\$45,000)
- National Hmong American Farmers, Inc. (Fresno, California) (\$45,000)

For a full list of and details about those partnerships and see Section 2.1b *Increased Service Delivery Goals, Removed Barriers, and Increased Program Delivery* on page 13.

Minority and female representation was increased for the Secretary's Advisory Committee on Animal Health. Outreach plans were developed for each committee to increase applicant diversity.

APHIS compliance reviews examined employee participation in outreach and awareness of program discrimination complaint processing requirements. APHIS' Legislative and Public Affairs division conducted several focused outreach campaigns to ensure the broadest possible participation in APHIS programs and activities. The campaigns included provisions for providing information in languages other than English.

There were no findings of program discrimination against APHIS in the reporting period.

GOAL 3. EEO Program: Proactive Management and Legal Compliance

APHIS continues to require its senior leadership to review and approve all selections in order to ensure its hiring actions more closely reflect the Civilian Labor Force (CLF). APHIS doubled the number of hires under student hiring authorities, increasing from 111 to 210 for the current reporting period.

Fundamentals of APHIS Human Resources Management (FAHRM) Training is APHIS' leadership program for its probationary supervisors and is intended to build competencies early in a supervisor's career in human resources management, accountability, conflict management, leveraging diversity, and developing others. There have been 6 FARHM sessions held during FY2012, with a total of 153 participants. All FAHRM participants are required to engage with a mentor of their choice.

Civil rights compliance reviews and reports were completed for Plant Protection and Quarantine, Veterinary Services and Wildlife Services, Animal Care, Center for Plant Health Services and Technology, and Marketing and Regulatory Programs Business Services. A total of 20 reviews and reports were completed during the reporting period, covering approximately 450 managers, supervisors and non-supervisory employees (see list under Goal Indicator 2.1(c)). During the 4th quarter, APHIS is scheduled to conduct 3 additional onsite reviews in the programs of – Veterinary Services, Plant Protection and Quarantine and Wildlife Services. Preparations for the onsite review of these offices have begun and will be conducted in the 4th quarter. Also, the agency is scheduled to conduct a review of cooperative agreements within FY 2012, 4th quarter.

As of July 1, 2012 EEO Counselor's processed 64 contacts with 33 formal complaints filed and all counseling reports for those formal complaints uploaded into the icomplaints system. No resubmissions have been requested. Twelve (12) formal EEO complaints and 4 informal EEO complaints have been closed by negotiated settlement agreements. Settlement agreements were implemented immediately and the settlement terms were processed within the timeframe stipulated with fully implementation on average within 60 calendar days. The agency continues to follow required Departmental procedures and prepares a Report of Compliance for each

informal and formal settlement agreement. APHIS has submitted 16 Reports of Compliance. There have been no allegations of non-compliance with regard to any informal or formal EEO settlement agreements. One (1) allegation of non-compliance was raised on a settlement agreement prepared by the Office of General Counsel and a US Attorney's Office. OGC addressed the matter and prepared a detailed and thorough compliance report for the Department. There are 61 active formal EEO complaints in APHIS inventory. A total of 39 complaints were closed, representing a 63% closure rate.

There were no findings of employment discrimination against APHIS during the reporting period.

GOAL 4. Utilization of Alternative Dispute Resolution

APHIS emphasizes the use of Alternative Dispute Resolution (ADR) through the Human Resource Division's Collaborative Resolution (CR) Early Intervention Program and the Alternative Dispute Resolution (ADR) Program within the APHIS OCRDI staff. APHIS offers a variety of ADR methods for employees located across the United States such as Video Conferencing, Telephonic Mediation, Facilitation, and Settlement Conferences.

For the period June 20, 2011, to June 20, 2012, there was a 37% increase in employee participation in the CR Early Intervention Program when compared to the period June 20, 2010, to June 20, 2011. The ADR Center presented the ADR webinar module to 55 employees in the Headquarters and Regional offices. APHIS has provided all employees with access to training on "Stopping Discrimination on the Bases of Age" in support of USDA Assistant Secretary for Civil Rights Dr. Joe Leonard's selected training emphasis for FY 2012 and developed a written version to make available to employees without computer access.

APHIS presented 10 webinar modules to nearly 100 participants each quarter. APHIS also developed a training session called mini webinars with specific areas of interest for a more targeted audience. Participation in these sessions has been strong with over 175 managers and employees taking part in those mini-webinars.

OCRDI provided a Conflict Management Training session for supervisors and non-supervisors in April 2012. Overall, 12 conflict management training sessions were completed with a total of 145 participants (129 non-supervisors and 16 supervisors).

GOAL 5. Procurement

APHIS' Marketing and Regulatory Programs Business Services (MRPBS) held its 7th Annual AbilityOne Celebration Event held on May 2, 2012, at Riverdale Headquarters. The theme of the event was "People with Disabilities Contributing to the Federal Workplace", and participating partners included the National Institute for the Severely Disabled (NISH) and National Institute for the Blind (NIB) and, the USDA Office of the Small Disadvantaged Business Utilization (OSDBU). APHIS also participated in monthly Vendor Outreach Efforts sponsored by OSDBU, meeting with about 15 vendors each month since October 2011.

APHIS issues quarterly reports and accomplishment for OSDBU to assess agency progress. APHIS has exceeded its quarterly goals for all but two of the six mandatory Small Business Goals and is re-focusing its procurement efforts to ensure that the remaining two goals will be met.

GOAL 6. Secretary's Commitment

APHIS has established an Office of Diversity and Inclusion, which is responsible for developing the strategic and implementation plan(s) for creating and sustaining an inclusive workplace consistent with the Secretary's civil rights goals for the Department. APHIS is providing skill building training for all APHIS Leaders, Managers and

Supervisors. This training is based in part on feedback from the Cultural Transformation Awareness Training surveys.

As part of the APHIS Administrator's Annual Civil Rights and Diversity Training, a two hour training session "Reinventing Diversity" by Howard Ross Founder & Chief Learning Officer Cook Ross Inc. and a two hour session "Hiring Mangers: Understanding the Value of Military Veterans to Your Organization and Tips for Interviewing" by Lisa Rosser Author/Speaker Leader of the Workshop on the Value of a Veteran was delivered onsite at APHIS' Ft. Collins, CO; Riverdale, MD; Minneapolis, MN; and Raleigh, NC hubs.

GOAL: 7. Secretary's Commitment to Diversity

Each APHIS member has a performance plan in place with a mandatory critical Civil Rights element including specific performance measures for enforcement of civil rights laws, rules, regulations and meeting agency and USDA civil rights goals and objectives. APHIS has a Diversity Ambassador at the Executive Level who provides oversight to ensure that the organization is on track to accomplish the Secretary's cultural transformation efforts.

Veterans representation in APHIS is 12.6%. Representation of employees with a disability is at 12.1%; employees reporting a targeted disability is at .9%

Agency new hires must be approved at the Regional Director level or above to ensure the broadest possible level of recruitment for diverse candidates. The focus of APHIS hiring is at the beginning of the process, which extensive use of outreach and recruitment events and partnering with diverse organizations.

GOAL: 8. Establishment and Implementation of a Special Emphasis Program to Expand Diversity

APHIS instituted a 3-Year hiring goal to increase the number of employees with a targeted disability by 10 employees each year for (FY 10 – FY 12). APHIS has hired a total 7 individuals with a targeted disability in FY 2012, bringing the total number of employees with a targeted disability to 86 or 1.02% of the workforce. In FY12, APHIS hired a total of 67 individuals with a reported disability; bringing the total number of employees with a disability (not identified, disability, targeted disability) to 1,021, representing 12.1% of the workforce. APHIS has hired a total of 50 individuals with Veterans Preference; bringing their representation level to 12.6%.

GOAL: 1. Commitment of Agency Leadership/Strategic Plan Integration:

PERFORMANCE OBJECTIVE: 1.1 Leadership:

Held managers, supervisors, and other employees accountable for ensuring that USDA's customers and employees were treated in accordance with USDA's civil rights policy and applicable legal requirements.

GOAL INDICATOR: 1.1 (a) Inclusion in Strategic Plan:

Documented commitment to USDA's civil rights goals and obligations in the Agency's Strategic Plan.

Agencies must have incorporated the requirements of Departmental Regulation (DR) 4300-010, "Civil Rights Accountability Policy and Procedures," issued January 18, 2006.

Additionally, Agencies were required to notify all employees of the requirements of this policy, and managers and supervisors were responsible and accountable for maintaining a civil rights program that accomplishes the strategic civil rights goals.

Agencies are required to submit portions of the Strategic Plan that reflect the civil rights goals and provide a succinct narrative rationale with documented evidence as to how the Agency determined its self-assessed point value.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

The APHIS Strategic Plan for 2010-2015 defines the agency's priorities and lays out a road map for maximizing the agency's available resources. To ensure continuity these priorities are aligned with those of the Secretary of Agriculture. Management Initiative 2: *Provide Civil Rights Services to APHIS Employees and Customers*, includes the Department's specific civil rights goals, performance objectives and goal indicators as they pertain to Agency leadership commitment and improving civil rights in APHIS (See **Appendix 1: Civil Rights Commitment**, page 80). In demonstration of its commitment to civil rights APHIS continues its annual issuance of the Civil Rights Policy Statement and the Anti-Harassment Policy Statement, with its latest issuance date of July 20, 2012 (see **Appendices 2 & 3**, page 80-82). The annual issuance of these statements ensures full implementation and compliance with the goals and obligations outlined in the strategic plan and EEOC's Management Directive 715. Also, APHIS issued its first Diversity and Inclusion Policy Statement on July 9, 2012 (see **Appendix 4**, page 83). This policy statement further enforces our commitment to the Secretary's commitment to an inclusive workplace. All employees received a copy of these policy statements and poster size copies are available for easy display and viewing. Additional copies can also be obtained through the OCRDI website at www.aphis.usda.gov/civil_rights. APHIS' commitment to civil rights is also demonstrated through its managers and supervisors being held accountable through their performance plans and adherence to all Civil Rights Laws, rules and regulations including EEOC's Management Directive 715.

APHIS also ensures its current and new employees receive and understand their role in meeting the USDA and Agency civil rights goals by providing them with a copy and explanation of the Departmental Regulation 4300-010, Civil Rights Accountability Policy and Procedures, effective January 18, 2006. This information is also available to all employees and customers under the on-line USDA Directives System. This regulation can also be obtained on line at www.aphis.usda.gov/civil_rights/downloads/dr4300-010.pdf

GOAL: 1. Commitment of Agency Leadership/Strategic Plan Integration:

Incorporated USDA's civil rights policy and other related requirements through the Agency/Staff Office operations to ensure that customers and employees are treated in accordance with the anti-discrimination laws and regulations.

PERFORMANCE OBJECTIVE: 1.1 Leadership:

Held managers, supervisors, and other employees accountable for ensuring that USDA's customers and employees are treated in accordance with USDA's civil rights policy and applicable legal requirements.

GOAL INDICATOR: 1.1 (b) Employee's Performance Plan:

Incorporated the requirements of the DR 4300-010, "Civil Rights Accountability Policy and Procedures," issued January 18, 2006.

DR-4300-010 requires that annual performance appraisals for managers and supervisors shall include an evaluation of their contributions to USDA's commitment to civil rights and equal opportunity, and adherence to its civil rights policy.

In addition, Agencies are required to send a signed copy of a representative sampling of performance plans showing evidence of EEO elements for SES, GS-15, GS-14, GS-13, GS-12, GS-9-11, and GS-1-8.

Agencies must provide a succinct narrative rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

The annual evaluation of performance plans is utilized to ensure APHIS managers, supervisors and other employees are held accountable for the implementation of the Agency civil rights goals. Managers and supervisors are evaluated on their contributions to the Agency's civil rights and EEO program, and ensuring compliance with DR 4300-010, "Civil Rights Accountability Policy and Procedures.

Through the implementation of their performance plans, managers and supervisors are held accountable to provide a work place free from discrimination at all levels. The APHIS organizational goals and the current performance appraisal system are aligned to provide effective and sufficient measures for assessing employee performance. Plans for new hires are also aligned with the standards and are regularly monitored for implementation.

USDA's commitment to civil rights and equal employment opportunity and adherence to APHIS civil rights policies and procedures is supported by its managers and supervisors, and monitored annually through performance evaluations. The APHIS performance plans outline the requirements to accomplish the agencies civil rights program objectives, integrate civil rights policies, and ensure a discrimination free work environment at all levels. (See **Appendix 6**, page 85, *Language for Required EEO Element*).

Senior executives, managers and supervisors continue to utilize various agency training, including webinars and other web-based training as a resource to develop credible measures to accurately assess employee performance and align performance plans with the Agency's organizational goals and strategic plan. A sampling of EEO Civil Rights Performance Elements for Managers, Supervisor and Non-Supervisory Employees is

attached. (See **Appendix 5**, page 84- Samples of Performance Plans with EEO Element GS-15, GS-14, GS-13, GS-12, GS-9-11, GS-1-8).

GOAL: 1. Commitment of Agency Leadership/Strategic Plan Integration:

Incorporated USDA's civil rights policy and other related requirements through the Agency operations to ensure that customers and employees are treated in accordance with the anti-discrimination laws and regulations.

PERFORMANCE OBJECTIVE: 1.1 Leadership:

Held managers, supervisors, and other employees accountable for ensuring that USDA's customers and employees were treated in accordance with USDA's civil rights policy and applicable legal requirements.

GOAL INDICATOR: 1.1 (c) Disciplinary Actions:

To ensure accountability, disciplinary or corrective actions were taken when discriminatory conduct relating to civil rights violations or retaliation occurred.

Agencies are required to provide a list and identify actual finding of each employee case where disciplinary or corrective action was taken relating to civil rights or retaliation. Agencies are also required to indicate the timeframe in which the disciplinary or corrective action was taken.

Agencies incorporated the provisions of DR 4300-010, "Civil Rights Accountability Policy and Procedures," issued January 18, 2006.

Agencies must provide a succinct narrative rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 5

In FY 2012, to date, no Findings of Discrimination have been rendered against the agency; therefore no disciplinary or corrective actions have been taken against any management or supervisor officials. The Agency fully supports the Departmental Regulation (DR) 4300-010, "Civil Rights Accountability Policy and Procedures" as exhibited through the annual issuance of the APHIS Civil Rights Policy Statement and the APHIS Anti-Harassment Policy Statement by the APHIS Administrator. These policy statements are distributed to all agency employees and continues to reinforce our commitment to promoting nondiscrimination and equal access in all our programs and services, and ensures all managers and supervisors are held accountable for immediately and effectively addressing employment issues and concerns.

GOAL: 1. Commitment of Agency Leadership/Strategic Plan Integration:

Incorporates USDA's civil rights policy and other related requirements through the Agency/Staff Office operations to ensure that customers and employees are treated in accordance with the anti-discrimination laws and regulations.

PERFORMANCE OBJECTIVE: 1.1 Leadership:

Held managers, supervisors, and other employees accountable for ensuring that USDA's customers and employees were treated in accordance with the Department's civil rights policy and applicable legal requirements.

GOAL INDICATOR: 1.1 (d) Civil Rights Impact Analyses:

Conducted effective Civil Rights Impact Analyses (CRIA).

Agencies are required to provide a list by title of all CRIAs submitted to the Office of the Assistant Secretary for Civil Rights (OASCR).

Agencies must provide a succinct narrative rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

APHIS Office of Civil Rights, Diversity, and Inclusion continued to work closely with the Office of the Assistant Secretary for Civil Rights (ASCR) and all APHIS program areas to ensure detailed civil rights impact analysis for a wide range of agency actions. CRIAs were conducted for each of the 7 rules and 16 office closures subject the Departmental clearance process to include review by the Office of the Assistant Secretary for Civil Rights (ASCR). APHIS incorporates impact analyses into the broadest possible scope, and works closely with managers and supervisors at headquarters, regional, and state/local levels to ensure that there is full consideration of civil rights impact in APHIS decision making.

All CRIAs were timely submitted with the clearance packages. Updated information was necessary for many of the office closures because of ongoing efforts to place employees affected by those closures. OCRDI and ASCR worked closely to assess those ongoing updates. The following CRIAs for regulations were completed during the reporting period:

- ✓ Recordkeeping for Approved Livestock Facilities Slaughtering/Rendering Plants
- ✓ Bovine Spongiform Encephalopathy; Importation of Bovines and Bovine Products
- ✓ Forfeiture Procedures Under Endangered Species Act and Lacey Act Amendments
- ✓ Sharing Business Information w/ State and Tribal Govts; Genetically Engineered Organisms
Animal Welfare; Retail Stores
- ✓ Treatment of Firewood and Spruce Logs Imported from Canada
- ✓ Importation of Wood Packing Material from Canada

APHIS also completed 29 CRIAs on APHIS internal actions to include manuals, directives, and other actions. During the reporting period, APHIS completed a total of 52 CRIAs.

GOAL: 2. Program Delivery: Proactive Management and Legal Compliance:

Ensured all customers equal opportunity to access programs, activities, and services delivered or funded by USDA.

PERFORMANCE OBJECTIVE: 2.1 Program Delivery/Legal Compliance:

Delivered and administered the Agency's programs in compliance with the civil rights laws, DRs, policies, and goals.

GOAL INDICATOR: 2.1 (a) Collection and Analysis of Program Applicant/Participant Data:

Reviewed and incorporated civil rights program analysis by collecting and analyzing data on applicants and participants by race, ethnicity, and gender status. Agencies are required to provide evidence for each program that it collects and provide analyses of applicant and participant data by race, ethnicity, and gender.

Applicant and participant data are required by the Food, Conservation, and Energy Act of 2008 (June 18, 2008), "*Transparency and Accountability for Socially Disadvantaged Farmers and Ranchers*," Section 14006, Public Law 110-246 (7 U.S.C. § 8701). Based on this law, Congress requires an annual report of the participation rate of socially disadvantaged farmers and ranchers - as a percentage of all farmers and ranchers - for each USDA program established for farmers and ranchers, according to race, ethnicity and gender, by county and State.

For Agencies that currently collect data, please indicate the total number of programs administered and the number of programs where data are collected.

For Agencies that currently do not collect applicant and/or participant data by race, ethnicity, and gender, please state the reasons why.

Agencies are required to provide a succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 2

APHIS provided information, when available, on the diversity of boards and committees under APHIS' administration or jurisdiction. APHIS also continued to collect diversity data on applicants for the APHIS Ag-Discovery program.

All appropriate rules and regulations are subject to a thorough cost benefit analysis by the APHIS Regulatory Analysis and Development (RAD) branch. The analyses include a review of the potential impact of the rules and regulations on small entities. APHIS also utilizes the most recent National Agricultural Statistics Service (NASS) Census of Agriculture to provide race and gender information on farm operators in agricultural categories defined by NASS.

The following primary statutory authorities for APHIS regulatory programs and enforcement activities do not contain language authorizing APHIS to collect RESNODA data from persons who are subject to inspections, licensing and regulatory enforcement.

- ✓ Animal Welfare Act and Horse Protection Act
- ✓ Plant Protection Act
- ✓ Animal Health Protection Act
- ✓ Public Health and Bio Terrorism Act

GOAL: 2. Program Delivery: Proactive Management and Legal Compliance:

Ensured all customers equal opportunity to access programs, activities, and services in the delivery of USDA programs and services.

PERFORMANCE OBJECTIVE: 2.1 Program Delivery/Legal Compliance:

Delivered the Agency's programs in compliance with civil rights laws, DRs, policies, and goals.

GOAL INDICATOR: 2.1 (b) Increased Service Delivery Goals, Removed Barriers, and Increased Program Delivery:

Created or enhanced program service delivery by: (a) Taking affirmative steps to remove barriers to ensure equal opportunity access to participation; (b) Increasing service delivery goals; and (c) Increasing diversity on program committees and boards.

Agencies are required to provide evidence of how they met each of these requirements.

Agencies must provide a succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

APHIS' commitment to increased service delivery is demonstrated by its broad-based partnerships and funding commitments. During this reporting period, APHIS provided approximately \$2,253,900 to the following universities and organizations:

USDA/1890 National Scholars Program (\$166,000) The USDA/1890 National Scholars Program offers 4-year scholarships to U.S. Citizens who are seeking a bachelor's degree in agriculture or a related science at one of the 1890 Land Grant Institutions. The purpose of the National Scholars Program is to strengthen the long-term partnership between the Department of Agriculture and the 1890 Institutions; increase the number of students studying agriculture, food and nutrition, and natural resource sciences; and offer career opportunities at USDA. Currently in FY 2012, APHIS has a total of 13 scholars including 1 selected for the incoming 2012-2013 school year.

Public Service Leaders Scholars Program (\$30,000) USDA provides a combined scholarship and internship opportunity designed to promote public service, and to create access to higher education for undergraduate and graduate students. All scholarships are tied to a specific job placement in a specific location. This fiscal year, APHIS has 2 Scholars enrolled in this program.

Florida A&M University Veterinary Technology Program (\$750,000) This is a capacity building initiative. APHIS/USDA, other agencies and animal health organizations continue to need trained professionals and paraprofessionals to maintain healthy animals in order to aid in protecting the health, safety and welfare of humans. These specialists are being trained to assist veterinary, medical and epidemiologists in the surveillance, diagnoses and preventive medicine measures necessary to control such diseases. APHIS/VS and other agencies will gain trained specialists, skilled in disease recognition and control measures, to augment its current workforce.

Professional Agricultural Workers Conference (PAWC) (\$10,000) PAWC is sponsored by Tuskegee University, a forum committed to a world that values and promotes equal opportunity, equitable access to information and

technology for sustainable development of communities and natural resources.

Hispanic Leader in Agriculture and the Environment (HLAE) (\$60,000) The HLAE is a fellowship program to provide Federal financial assistance to Texas AgriLife Research to sponsor a Ph.D. Graduate Student in the Hispanic Leaders in Agriculture and the Environment (HLAE) program. The goal of the HLAE program is to increase the number of Hispanic leaders in governmental and non-governmental organizations, colleges and universities, and private industries related to agriculture and the environment.

Federal Asian Pacific American Council (FAPAC) (\$10,000) FAPAC is a 501 (c) (3) organized to serve as an interagency association within the Federal and District of Columbia Governments, providing a focus for over 30 ethnically distinct groups originating from Asian and Pacific regions as recognized by the United States Bureau of the Census.

USDA/1994 Tribal Scholars Program (\$15,000) The program offers scholarships to U.S. Citizens who are seeking a bachelor's degree at one of the thirty-two currently operating 1994 Land-Grant Institutions in a field of study in agriculture, food, natural resource sciences or other related disciplines.

Federation of Southern Cooperatives/Land Assistance Fund (\$150,000) The Federation of Southern Cooperatives/Land Assistance Fund is a non-profit 501 (c) (3) community based organization. The Federation's programs include land retention, cooperative development, marketing, outreach, technical assistance, research, and training. They work primarily with Socially Disadvantage Farmers and Ranchers, in the black Belt Region (13 states in the southern region) of the United States. The Federation is assisting APHIS in conducting regulatory review and outreach to socially disadvantaged farmers and ranchers.

The Thurgood Marshall College Fund (TMCF) (\$25,000) TMCF develops and prepares a new generation of leaders by providing resources, opportunities and advocacy to public Historically Black Colleges and Universities, students and alumni. TMCF awards scholarships each semester, based on the availability of funding. APHIS supports TMCF's Annual Conference.

The Patriots Technology Training Center (PTTC) (\$5,000) PTTC is a 501(c) (3) charitable and educational organization dedicated to "Empowering Students Through Technology". PTTC has been in existence for twelve years. PTTC accomplishes its mission by providing students (grades 5 through 12) with training and exposure to professionals in the areas of science, mathematics, engineering, and computer technology. PTTC students are encouraged to obtain a college education and/career in technology and interrelated fields. APHIS is a sponsor of their summer camp.

Rural Coalition/Coalición (\$90,000) The Rural Coalition is an alliance of regionally and culturally diverse organizations working to build a more just and sustainable food system to: bring fair returns to minority and other small farmers and rural communities; ensure just and fair working conditions for farm workers; Protect the environment; and deliver safe and health food to consumers. APHIS will enter into a cooperative agreement with the Coalition for assistance in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review. The Rural Coalition will enter into subcontracts with the National Latino Farmers and Ranchers and Trade Association and National American Hmong Inc. to assist APHIS in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.

National Latino Farmers and Ranchers Trade Association (NLFRTA) (Washington, DC) (\$45,000) NLFRTAT engages and empowers Latino/Hispanic farmer advocacy groups throughout the United States and beyond to protect and promote sustainable farm policy issues for quality and safe food systems for the future. APHIS will enter into a cooperative agreement with the Coalition who serves and the fiscal agent for NLFTRTAT to subcontract with NLFTRTAT to provide assistance in conducting outreach to small socially disadvantaged

farmers and ranchers and regulatory review.

National Hmong American Farmers, Inc. (Fresno, California) (\$45,000) The National Hmong American Farmers, Inc. assists Hmong farmers with business and farming skills. NHAF's mission is to promote better health and economic welfare in the Hmong Community. NHAF delivers effective and culturally appropriate programs to meet the needs of the Hmong Community. NHAF also seeks to empower the Hmong to make systematic changes in their health and lives. In doing so, NHAF is committed to: a) Preserving health education, leadership training, and participation in events and issues, which affect the daily lives of community members 2) Providing viable social and economic development programs that will help sustain the community and lead to self-sufficiency, and 3) Being recognized as a provider of effective changes. APHIS will enter into a cooperative agreement with the Rural Coalition who will subcontract with the National Hmong American Farmers, Inc. to assist in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.

University of Arkansas at Pine Bluff Outreach (\$50,000) The University of Arkansas at Pine Bluff is a comprehensive 1890 Land-Grant institution that provides open door liberal and professional education. APHIS will enter into a cooperative agreement with the Coalition for assistance in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.

Florida A&M University Outreach (\$50,000) Florida A&M University (FAMU) has a long and effective track record of coordination, collaboration and program implementation that supports underserved and limited resource and socially disadvantaged farmers and ranchers. FAMU's mission is to provide comprehensive support to limited and underserved clientele. APHIS will enter into a cooperative agreement with the Coalition for assistance in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.

Washington Internships for Native American Students (WINS) (\$63,000) 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 (AI/AN/NH) nations the opportunity to build leadership skills while living, studying, and interning in Washington, DC. American University manages the program. USDA Small Farms Conference (\$10,000) NIFA organizes a series of Small Farm Conferences to highlight successful programs that enhance income and improve the quality of life of small-scale farmers and ranchers. Beginning in 1996, a conference has been held every third year at a land-grant university in a different region of the country. In FY 2012, APHIS selected 8 WINS Interns.

Thurgood Marshall College Fund Internship (\$398,525) APHIS entered into a cooperative agreement with TMCF to hire interns. This year, APHIS has selected a total of 35 Thurgood Marshall Scholars to intern with the various programs across the nation. The internships are from June – August 2012.

Chicago High School for Agricultural Sciences Intern Project (CHAS) (\$7,200) APHIS partnered with the CHAS to hire two intercity Chicago youth for the summer. CHAS is a Chicago Public School dedicated to making students aware of careers in the agriculture industry.

APHIS funded a \$5,000 sponsorship for the Association of Extension Administrators (AEA) system-wide conference in Memphis, TN, June 24-26, 2012; a \$5000 sponsorship towards the Native American Fish and Wildlife Society 30th Annual Conference in Cherokee, NC from May 1 – May 3, 2012; sponsored the Federation of Southern Cooperatives 45th Anniversary Meeting and Estelle Witherspoon Lifetime Achievement Award Dinner – August 16-18, 2012, in Birmingham and Epps, Alabama; a \$10,000 sponsorship to the Federal Asian Pacific American Council (FAPAC) 27th Annual National Leadership Training Conference from April 30 to May 4, 2012 in Atlanta, GA, and a \$10,000 sponsorship for the 6th National Small Farm Conference in Memphis, TN, to be held from September 18-22, 2012.

The current membership of the Secretary's Advisory Committee on Animal Health consists of White Males (55%); White Females (20%); Black Males (10%); Hispanic Males (5%); Native American Males (5%) and Native American Females (5%). Overall, the representation level for Females is 25% and Minorities is also 25%. Minority and female representation on the previous committee (when the Committee was organized as the Secretary's Advisory Committee on Foreign Animal and Poultry Diseases) was at 18%.

The current membership of the General Conference Committee of the National Poultry Improvement Plan consists of 86% White Male representation and 14% White Female representation. Alternative membership is 50% White Male and 50% White Female.

APHIS developed an Outreach and Diversity Plan for both Committees, which detailed methods and contacts to reach organizations representing underserved group.

APHIS provided funding in excess of \$500,000 for seventeen Ag-Discovery programs in 2012 at the following locations:

Name of University	Dates for 2012
South Carolina State University	June 3 – 17, 2012
University of Arkansas At Pine Bluff	June 16 – 29, 2012
Kentucky State University	June 10 – 23, 2012
Tuskegee University	June 9 - 23, 2012
Florida Agricultural and Mechanical University	June 10 – 22, 2012
Alcorn State University	June 17 – June 30, 2012
University of Hawaii at Manoa	June 10 – June 23, 2012
Fort Valley State University	June 18 – June 29, 2012
University of Arizona	June 17 – June 28, 2012
North Carolina State University	June 18 – 29, 2012
Virginia State University	June 24 – July 8, 2012
University of Illinois at Urbana-Champaign	July 1 – 28, 2012
Delaware State University	July 8 – 21, 2012
University of Maryland College Park	July 8 – 27, 2012
Iowa State University	July 8 – 21, 2012
University of Maryland – Eastern Shore	July 15 – 28, 2012
Lincoln University	July 15 – 28, 2012

Ag-Discovery is a 2 – 3 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. In preparation for the FY2012 Ag-Discovery programs APHIS distributed 15,000 informational leaflets nationwide. To reach a wider geographic audience, APHIS also makes these leaflets and Ag-Discovery application packages available on the APHIS and USDA Web sites and the Web sites of the participating universities. The 2012 applicants also had the option to apply on-line through the APHIS website.

Three students were hired for summer employment through the FY2012 annual Dr. Martin Luther King, Jr., Education Contest. Of the 3 students 2 graduated and will be attending a 4 year college/university in the fall. In the 13 years since summer employment has been offered to the winners, more than 50 students have accepted employment (including the 2012 winners). Students are hired at a grade level commensurate with their work experience (usually between the GS/01 – GS/03 grade level). The program continues to inspire students to

reflect on the life and dream of Dr. King and share their thoughts in either essays or pictorial presentations on a preselected theme.

GOAL: 2. Program Delivery: Proactive Management and Legal Compliance:

Ensured all customers equal opportunity to access programs, activities, and services in the delivery of USDA programs and services.

PERFORMANCE OBJECTIVE: 2.1 Program Delivery/Legal Compliance:

Delivered and administered the Agency's programs in compliance with civil rights laws, DRs, policies, and goals.

GOAL INDICATOR: 2.1 (c) Compliance Reviews/Corrective Actions:

Agencies conducted regular and systematic civil rights compliance reviews of Federally assisted and conducted programs in accordance with DRs and other guidance, including:

- (a) Analyzed trends in complaints to target compliance reviews;
- (b) Conducted appropriate compliance review(s) vis-à-vis, the types of programs and activities conducted by the Agency (e.g. Federally assisted and/or conducted);
- (c) Identified basis(es) upon which compliance review(s) was/were conducted (e.g., race);
- (d) Identified issue(s) to be examined during the compliance review(s) (e.g., access to services, methods of administration);
- (e) Conducted appropriate number of compliance review(s) to ascertain that Federally assisted and conducted programs/activities are delivered in compliance with regulatory and other requirements; and
- (f) For Federally assisted compliance reviews, the Agency documented compliance with the review guidance from the Department of Justice (DOJ) (i.e., choosing recipients for reviews).

Agencies are required to provide to the OASCR:

- (1) A copy of their original FY 2012 Compliance Review Plan/Schedule;
- (2) Identification of compliance reviews that were completed by category (e.g., pre-award, post-award, self-assessed, etc.);
- (3) Stated reasons why any reviews were not conducted/completed; and
- (4) Status of all corrective actions identified, implemented, and completed for each compliance review.

Agencies must provide a succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 4

APHIS Civil Rights Compliance Reviews of selected programs and locations include tools to assess both employment and program delivery. Two types of reviews are conducted -- on-site and desk audit. APHIS utilizes a web-based automated survey system in conjunction with direct interviews that allows employee input into the compliance review process. APHIS believes that surveying employees is a valuable and broad-based resource because it allows employees to offer confidential observations and comments on civil rights compliance. Each survey contains questions specifically designed to obtain information on the following employment categories -- Manager Commitment, Performance Management, Career Development Training, Employee Recognition, EEO in the Agency's Strategic Mission, Diversity and Equal Opportunity, Special Emphasis Programs, Special Programs and Initiatives, EEO Process and Policy Awareness. Program delivery categories include Public Notification and Outreach, Program Complaint Processing, and Limited English Proficiency.

The Civil Rights Review process allows APHIS to communicate how civil rights laws and Departmental regulations apply in situations to help employees understand their role and obligation in civil rights compliance. Clearly defined standards help APHIS to deliver analyses and recommendations that are based on a fair and thorough examination of program data and information. The review process includes a comprehensive analysis of the Employment Workforce, comprising data on workforce profile, grade distribution, disability representation, promotions, cash/time-off/quality steps awards, new hires, separations and complaints of discrimination.

With the implementation of APHIS' strategy to conduct reviews at individual state offices by region, it has provided a broader scope of review and permits the agency to assess civil rights at the state office level. It has also permitted APHIS to further analyze offices and compare their workforce profile data to that of the state. Accordingly, APHIS provides state demographic data from the U.S. Census Bureau covering race, national origin, disability and language(s) spoken in the states.

During the reporting period APHIS completed 12 desk audit reviews and 8 onsite reviews. The agency surveyed approximately 100 managers, supervisors and non-supervisory employees during the desk audit reviews, and nearly 350 employees during unscheduled onsite reviews at Raleigh, NC. The reviews covered both employment and programs for Veterinary Services (VS), Plant Protection and Quarantine (PPQ), Wildlife Services (WS), Animal Care (AC), Center for Plant Health Science and Technology (CPHST), and Marketing and Regulatory Programs Business Services (MRPBS).

A trend analysis identified the most significant issues to be:

- Unfamiliarity with program complaints
- Lack of training and career/developmental opportunities
- Underrepresentation

APHIS continues to implement corrective actions to assist offices in gaining compliance, and recognizes that a combination of limited budgets, a hiring freeze, Voluntary Separation Incentive Payments (VSIP), and Voluntary Early Retirement Authority (VERA) have attributed to a lack of training opportunities and underrepresentation. Despite the significant accounts, the agency continues to encourage managers and supervisors to review mission critical reports, to work with HR and grassroots organizations to recruit and hire underrepresented groups, issue memos providing guidance on processes and procedures, and provide annual/periodic training in EEO and civil rights. In addition, with Technical Assistance (TA) visits, revised webinars to accommodate specific program needs, newly developed mini-webinars, and information on how to prepare for compliance reviews, improvements were detected – increased employee participation in the compliance review survey, awareness of their program's succession plan, updated recruitment plans, completed mandatory civil rights training, visibly posted policy statements, and an awareness and appreciation of the cultural transformation initiatives.

APHIS developed the following compliance review plan for FY 2012.

QUARTER	PROGRAM	STATE(S)
2 nd	PPQ	Carlisle, Pennsylvania (Completed)

3 rd	PPQ, VS and WS	Texas Colorado California <i>(Preparations for review in progress)</i>
4 th	Cooperative Agreements	<i>(To Be Completed within 4th quarter)</i>

Specifically, the agency conducted the following desk audits and onsite reviews, including reports during the period of July 1, 2011 – June 30, 2012. The areas of review are illustrated in the map below.

DESK AUDIT REVIEWS

Veterinary Services State Offices/Operations

Nebraska
Iowa
Indiana
Wisconsin

Plant Protection and Quarantine State Offices/Operations

Nebraska
Iowa
Indiana
Wisconsin

Wildlife Services State Offices/Operations

Nebraska
Iowa
Indiana
Wisconsin

ONSITE REVIEWS

APHIS Eastern Regional Office (AERO), North Carolina

Plant Protection and Quarantine
Veterinary Services
Wildlife Services
Animal Care
Marketing and Regulatory Programs Business Services
Center for Plant Health Science and Technology

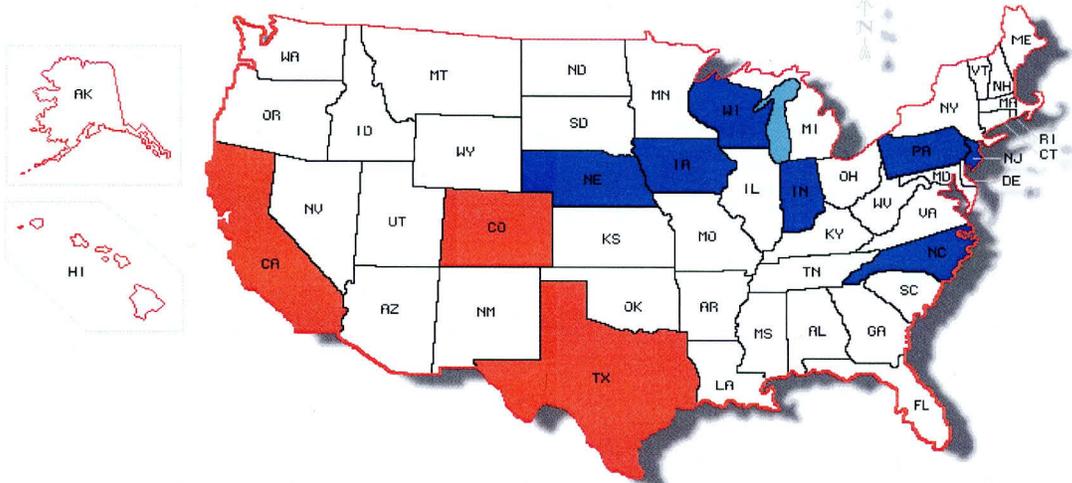
Plant Protection and Quarantine State Offices/Operations

New Jersey
Pennsylvania

Preparations for onsite reviews of PPQ, VS and WS – Texas, California and Colorado have begun. Reviews will be completed during 4th quarter and are noted in red below. Also, the agency is scheduled to conduct a review of cooperative agreements within fiscal year 2012, 4th quarter.

FISCAL YEAR STATE OFFICE REVIEWS FOR PPQ, VS, WS, AC, CPHST, MRPBS

- - Completed Review
- - Complete in 4th Qrt



GOAL: 2. Program Delivery: Proactive Management and Legal Compliance:

Ensured all customers equal opportunity to access programs, activities, and services in the delivery of USDA programs and services.

PERFORMANCE OBJECTIVE: 2.1 Program Delivery/Legal Compliance:

Delivered the Agency's programs in compliance with the civil rights laws, DRs, policies, and goals.

Goal Indicator 2.1 (d) Compliance with Notification Requirements:

Complied with the civil rights laws, regulations, and policies to ensure that all notification requirements were posted on appropriate documents and publications, including the Internet; and complied with Section 504 (auxiliary aids and services) and Section 508 (electronic and information technology).

Notification requirements:

- (1) Posted and published up-to-date nondiscrimination statements;
- (2) Posted and published complaint filing information;
- (3) Posted and published information for individuals with disabilities on how to obtain information in an alternative format;
- (4) Posted and published information for individuals with limited English on how to obtain information in alternative languages;
- (5) Policy, training, and information was disseminated regarding the provisions of auxiliary aids and services; and,
- (6) Complied with Section 504 (auxiliary aids and services) and Section 508 (electronic and information technology) while meeting these obligations.

Provide written certification that these statements are posted and included on all forms and publications, as well as other materials deemed necessary that are for or used by recipients, beneficiaries, and the public. Agencies are required to provide evidence (e.g., copies of memos, policy and procedures addressing items (1) – (6) listed above) to demonstrate compliance with the notification requirements, including information. Agencies must provide a succinct written rationale with evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

APHIS posted and published up-to-date nondiscrimination statements, complaint filing information with links to the Office of Assistance Secretary for Civil Rights website, information regarding the rights of persons with Limited English Proficiency,

During June/July 2012, APHIS Acting Administrator Kevin Shea issued separate policy statements for Civil Rights, Anti-Harassment, and Diversity and Inclusion.

APHIS includes the USDA official non-discrimination statement on all appropriate public documents.

The APHIS website includes a link to the ASCR's How to File a Program Discrimination Complaint webpage; Program Discrimination Complaint Processing Brochure (Attached); and PowerPoint presentation on the complaint process (Attached).

The APHIS agency home page includes a link to the USDA Home Page with the official non-discrimination statement.

Web sites associated with awareness and educational outreach are 508 compliant in their design.

The APHIS OCRDI webpage includes the following civil rights and equal opportunity related documents:

- USDA Non-Discrimination Statement
- APHIS Administrator's Civil Rights, Anti-Harassment and Diversity and Inclusion Policy Statements
- Links to How to File an EEO and Program Discrimination Complaint
- Limited English Proficiency-Know Your Rights
- No Fear Act Cornerstones
- New Employee Orientation Information
- Guidance on Civil Rights Elements in Performance Plans
- Mission Critical Reports
- Outreach Resources

In 2011-2012 APHIS continues to manage a number of specially funded outreach campaigns on critical agency initiatives, which include:

- "Leave Hungry Pests Behind," an outreach/education campaign designed to inform citizens of the impact that invasive species have on agricultural crops and natural resources, and to provide strategies for protecting agricultural health from invasive species. Through multi-media resources (video, web content, printed material, radio and television public service announcements in Spanish and English), the campaign provides tips for the public that include being aware when purchasing certain products on line, watching what is packed on camping trips or other outdoor recreational opportunities, being careful during domestic travel or household moves, and reporting potential pests. The hallmark of the effort is the Hungry Pests website and Hungry Pest Tracker, a tool that allows website visitors to understand what areas of their home States are under regulation and for what pests.

In FY 2012, APHIS completed the campaign's expansion from one based largely in California to one that includes 11 additional States. Throughout this year a Spanish-language version of the site has been under development, and APHIS is also working on Spanish versions of most publications. Social media promotion is extensive and ongoing to drive traffic to the website and a Hungry Pests Facebook page. This effort has garnered more than 7,000 "likes" on Facebook since April 2, 2012. In addition, USDA officials have conducted dozens of radio interviews on invasive species issues in venues across the United States, with the potential to reach millions of listeners with Hungry Pests messages.

- An outreach/education campaign, "Save Our Citrus," to support cooperative efforts to control the spread of citrus greening and Asian citrus psyllid. Other diseases of concern include citrus canker, citrus black spots, and sweet orange scab. The campaign's objectives include communicating a greater urgency about the risk of moving citrus plants, focusing on both English- and Spanish-speaking audiences in States and Territories with Federal citrus quarantines. As part of the effort, consumers who are plant enthusiasts and online shoppers of citrus plants and materials searching citrus-related terms see catchy banner pop-up advertisements that direct them to the "Save Our Citrus" ("Salve Los Citricos" in Spanish) website for educational information. APHIS also uses social media tools in this campaign, including Facebook, Twitter, and Flickr.

In FY 2012, "Save our Citrus" launched an iPhone application that provides information and photographs promoting awareness of citrus disease and enabling the public to report suspected incidents of disease via their phones. Over the course of the year, 125 people from 6 targeted States have submitted pest

reports online or via the app. In addition, citrus-related matters were frequently tweeted by LPA to thousands of APHIS Twitter followers and those tweets frequently re-tweeted by partnering organizations or individuals. Seasonal blog posts and news releases tied to uses of citrus products by consumers, like Cinco de Mayo food preparations and summer fruit drinks, are also being used to keep the program current and reinforce the "Save Our Citrus" message.

- Outreach and education efforts supporting the Asian longhorned beetle (ALB) campaign, which works to build grass roots support for eradication of ALB in affected States of Ohio, Massachusetts, New Jersey and New York. On the campaign's website, residents of Ohio, where a new ALB infestation was detected in June 2011, can easily find information specific to their state; other state specific pages are under development. The site includes information about community meetings scheduled and takes reports of suspected ALB. The Beetle Busters educational curriculum developed in past years continues to be disseminated and promoted and remains designed for use with middle-school and high-school students. The campaign also employs a variety of paid and public service announcement advertising in States impacted by ALB, including billboards, transit advertisements, direct mail, and cable and radio spots. A vibrant social media effort drives traffic to Facebook and the website for new information and additional resources. Other forms of outreach included blog posts and media interviews and tours.

The Biosecurity for Birds outreach/education campaign, which is targeted at backyard poultry owners to highlight the importance of keeping their birds disease-free. Advertising on feed sacks, hatchery labels, and other print and online mediums attract interest within the target audiences. An educational calendar and fair program continue to be successful outreach tools. New in FY 2012 was an emphasis on using social media. Healthy Harry, the campaign mascot, now has his own Twitter account and stars in a series of short videos on YouTube and on the Biosecurity for Birds website. Dr. Kate Bowers, who costars with Harry in the videos, also gave several interviews during the year to media outlets, promoting the campaign and bird health topics. APHIS, in conjunction with the Chicken Whisperer, held a Twitter chat for Bird Health Awareness Week in November. A new online game was also released and promoted.

- Outreach/education efforts for the "Focus on Fish Health" campaign, which promotes viral hemorrhagic septicemia awareness among boaters, anglers, and outdoors enthusiasts in the Great Lakes region. Print, radio, and theater advertisements target audiences in five States, and billboards and outdoor signage at marinas and bait shops have been placed throughout the Upper Peninsula of Michigan. "Aqua Kids" TV shows taped in the Chicago/Milwaukee area began to air in FY 2012, and APHIS also continued to promote awareness of the disease through an educational YouTube video.
- An emerald ash borer (EAB) campaign, which continues to increase stakeholder engagement, provide new and evolving program content to the public, and serve as a credible source for information about this damaging, wood-boring pest. APHIS continues its marketing mix of billboard and online advertising, radio and television public service announcements, web presence, and social media engagement to promote EAB awareness. In spring 2012, a media event with Deputy Under Secretary Rebecca Blue and the Maryland Secretary of Agriculture promoted education about the EAB purple traps. This was followed in May 2012 by EAB Awareness Week activities. These included a media tour and several social media efforts, including a "Spot the Purple Trap" photo campaign using the Hungry Pests Facebook page and a campaign on Twitter.

APHIS will continue to expand its outreach and education efforts to communicate to a broader range of stakeholders and other interested parties.

APHIS has many publications available in other languages to reach a diverse audience with our important news, animal health or safety guidance and policy decisions. APHIS will regularly provide selected brochures and press releases in Spanish to reach Spanish speakers with our messages. Other languages may be recognized as needed for APHIS' printed materials after evaluation of the audiences identified as paramount to receive APHIS' information. The array of other languages in which we have materials available includes Hindi, Urdu, Hmong, Polish, Arabic and Chinese. Here are some specific examples regarding our efforts to produce information in languages other than English.

- The Biosecurity for Birds calendar has been produced in English and Spanish, Bird health information is available in Spanish and other languages.
- LPA produced information (an informative poster) on the dangers of importing Khapra beetle in Urdu (Pakistan) Hindi (India) and Arabic for Saudi Arabia and UAE.
- LPA provides the Save Our Citrus Web site in Spanish (<http://salveloscitricos.org/>) and English (www.saveourcitrus.org). This includes Spanish language PSAs.
- LPA is having the Hungry Pests Web site published in Spanish (translation ongoing). . This includes Spanish language PSAs which are already available.
- An informative poster urging people to be careful because livestock protection dogs are in the area is produced in Spanish to supplement the English version.
- On APHIS' International Traveler Web page there are factsheets providing guidance on Importing Food and Agricultural Products into the United States available in the following languages: Amharic, Arabic, Simplified Chinese, Traditional Chinese, Japanese, Korean, Lao, Polish, Russian, Spanish, Vietnamese.
- Our International Traveler hot issues page also has a page discussing the fruits and vegetables that are allowed entry into the United States from Mexico for personal consumption available in English and Spanish (<http://www.aphis.usda.gov/travel/index.shtml>)

There is accessibility information posted on the APHIS website and links to said information on our premier invasive pest awareness/education website, www.HungryPests.com. Other awareness and education websites currently either directly link to accessibility information or link back to the USDA APHIS website where such information is available. APHIS will strive to ensure that information is prominently displayed.

GOAL: 2. Program Delivery: Proactive Management and Legal Compliance:

Ensured all customers equal opportunity to access programs, activities, and services in the delivery of USDA programs and services.

PERFORMANCE OBJECTIVE: 2.2 Efficient Program Complaint Process:

Maintained an effective process for handling civil rights program complaints.

GOAL INDICATOR: 2.2 (a) Agency Position Statements Received Timely for Program Complaints:

Provided the Agency Position Statements for program complaints of discrimination within 24 calendar days from receipt of request from the OASCR. Agencies are required to provide the number of Agency Position Statements given to the OASCR and indicate what percentage was submitted timely. Agencies must provide a succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

No agency position statements were requested from APHIS during the reporting period. APHIS continued to assess and communicate to managers and supervisors the importance of the program complaint process and the requirement to maintain records of any incident or occurrence that could possibly lead to a civil rights program complaint.

GOAL: 2. Program Delivery: Proactive Management and Legal Compliance:

Ensured all customers equal opportunity to access programs, activities, and services in the delivery of USDA programs and services.

PERFORMANCE OBJECTIVE: 2.2 Efficient Program Complaint Process:

Maintained an effective process for handling civil rights program complaints.

GOAL INDICATOR: 2.2 (b) Complaint Non-Compliance/Corrective Actions:

Provided the number of program complaints investigated during the current FY where corrective actions were identified, including conciliation agreements;

Provided a copy to the OASCR of each Corrective Action Plan/Conciliation Agreement;

Promptly implemented the terms of each Corrective Action Plan/Conciliation Agreement; and

Responded timely to requests for non-compliance/corrective action-related information (e.g., data, analyses, reports, recommendations, and status reports) from the OASCR.

Agencies must provide succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 2

There were no findings of program discrimination against APHIS in the reporting period. APHIS continued to provide information to employees on the proper receipt and handling of program discrimination complaints. APHIS' webinar series includes information on program discrimination complaint processing. During the reporting period, 28 APHIS personnel participated in the webinars containing program complaint information. APHIS surveys managers and supervisors annually as part of the MD-715 process to determine compliance and awareness with the complaint process. Complaint information is also assessed during compliance reviews.

GOAL: 3. EEO Program: Proactive Management and Legal Compliance:

Provided a workplace free of unlawful discrimination and enhanced the diversity of the workforce.

PERFORMANCE OBJECTIVE: 3.1 Model EEO Program:

Took affirmative steps to ensure that the Agency addressed EEO Plan Objectives to Eliminate Barriers and provided civil rights and EEO training to employees.

GOAL INDICATOR: 3.1 (a) Analysis of Workforce and Elimination of Barriers:

Used various recruitment plans to assess workforce demographics, recruitment, promotion, retention, and employment trends. These plans include, but are not limited to, the Management Directive 715 (MD-715) EEO Program Status Report; the Federal Equal Opportunity Recruitment Plan (FEORP); and the Disabled Veterans Affirmative Action Plan (DVAAP). Specifically, the Agency:

- a) Took affirmative steps to ensure that the Agency addressed EEOC's EEO Plan Objectives to Eliminate Barriers through:
 - i) Increased representation, ii) Advancement opportunities, and iii) Retention of groups with low participation rates by race, sex, national origin, and disability (RSNOD);
- b) Established and met hiring, advancement, and retention goals for employees with targeted disabilities, as required by EEOC MD-715, Part J, and "Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities;"
- c) Provided annual civil rights and diversity training; and
- d) Promoted a workplace free of reprisal or harassment.

This process should be achieved through:

- (1) Assessment of workforce to determine low participation of groups by RSNOD to improve recruitment, advancement, and retention of those identified with low participation rates (i.e., below civilian labor force or Federal-high rate for persons with targeted disabilities);
- (2) Barrier analyses to determine policy, practices, or procedures that may limit or tend to impede employment opportunities for members of a particular race, sex, national origin, or based on an individual's disability status;
- (3) Determination of objectives for targeted improvement to ensure equal employment for all groups;
- (4) Comparison of workforce statistics by race, sex, national origin, and targeted disability status in FY 2011 to FY 2012 to demonstrate measurable improvement in groups with low participation rates;
- (5) Providing annual civil rights and diversity training; and
- (6) Promoting a workplace free of reprisal or harassment.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 4

APHIS continues to require its senior leadership to review and approve all selections in order to ensure its hiring actions more closely reflect the CLF.

- 1. The Annual EEO Program Status Report includes effective strategies for improving diversity and eliminating barriers to equal employment opportunity. The APHIS Federal Equal Opportunity Recruitment Program (FEORP) Plan includes recruitment, hiring and community outreach strategies. Reports include specific action items, realistic goals, and target dates to demonstrate efforts to improve

and ensure diversity in the workforce. The Disabled Veterans Affirmative Action Program (DVAAP) plan strives to increase the representation of disabled veterans, especially those who are 30 percent or more disabled. For more detailed information the reports are located on the CREC website at: www.aphis.usda.gov/about_aphis/programs_offices/civil_rights/

2. A review of the workforce statistics shows that APHIS currently has a total of **8,421** employees. Compared to the Civilian Labor Force, the agency is under represented in the following areas: Hispanic females, White females, Black males and females, Two or more Races females and persons with targeted disabilities.
3. Currently in FY 2012, APHIS has hired a total of 549 employees. The breakdown is as follows:

59 (10.7%) Hispanic Male	23 (4.2%) Hispanic Female
270 (49.2%) White Male	100 (18.2%) White Female
19 (3.5%) Black Male	28 (5.1%) Black Female
12 (2.2%) Asian Male	15 (2.7%) Asian Female
8 (1.5%) Native Hawaiian or Other Pacific Islander Male	3 (0.5%) Native Hawaiian or Other Pacific Islander Female
1(0.2%) Native American Male	1 (0.2%) Native American Female
6 (1.1%) 2/More Races Male	4 (0.7%) 2/More Races Female

For a more detailed breakdown see the Workforce Analysis Chart in **Appendix 7**, pages 86-87.

4. In FY 2010, APHIS instituted a 3-Year hiring goal to increase the number of employees with a targeted disability by 10 employees each year for (FY 10 – FY 12). To date, APHIS has hired a total 7 individuals with a targeted disability in FY 2012.

The following chart shows the Agency's 3-Year Hiring Goal for Persons with Targeted Disabilities.

FY 2009 APHIS Employees With Targeted Disabilities 67 or .73%	3 –Year Hiring Goal 2010 - 2012	Fiscal Year Increase
Fiscal Year 2010	77	+10
Fiscal Year 2011	87	+10
Fiscal Year 2012	97	+10

APHIS expanded efforts to increase the hiring rates of individuals with disabilities and in so doing successfully placed individuals with reportable and targeted disabilities from a variety of sources, including the OPM Shared (*Bender*) list.

Currently in FY 2012, APHIS has hired a total of 67 individuals with a reported disability.

5. There have been a total of **821** Separations: **367** or 45% Permanent Employees, **149** or 18% Temporary Employees, and **104** or 13% Indefinite Employees. Of the total Separations **121** or 15% are Veterans; **74** or 9% has a Reported Disability; and **3** or 0.37% have a Targeted Disability.

6. To date, APHIS has promoted a total of 410 employees. The breakdown is as follows: 37 (9.02%) Hispanic Males, 18 (4.39%) Hispanic Females; 143 (34.88%) White Males, 134 (32.68%) White Females; 16 (3.9%) Black Males, 37 (9.02%) Black Females; 5 (1.22%) Asian Males, 8 (1.95%) Asian Females; 2 (0.49%) Native Hawaiian or Other Pacific Islander Male, 4 (.98%) Native Hawaiian or Other Pacific Islander Female; 2 (0.49%) Native American Female; 1 (0.24%) 2/More Races Male, and 3 (0.73%) 2/More Races Female.

7. The majority of APHIS employees 2,753 are at the GS-9 through GS-12 grade levels followed by 2,248 employees at the GS-5 through GS-8 grade levels. At the GS-13 through GS-15 grade levels there are 1,474 employees followed by 1,156 employees at the GS-1 through GS-4 grade levels. In Executive/Senior Level positions there are 35 employees (23 men and 12 women). White men and White women represent 80%% and minorities represent 20% of this category.

8. The Annual EEO Program Status Report includes effective strategies for improving diversity and eliminating barriers to equal employment opportunity. The EEO Program Status Report is linked to the APHIS Federal Equal Opportunity Recruitment Program (FEORP) Plan and includes recruitment, hiring and outreach strategies. Reports include specific action items, realistic goals, and target dates to demonstrate efforts to improve and ensure diversity in the workforce. The EEO Program Status Report also reflects initiatives pertaining to the Disabled Veterans Affirmative Action Program (DVAAP) plan and strives to increase the representation of disabled veterans, especially those who are 30 percent or more disabled. See sections I and J of the FY 2011 APHIS Management Directive 715 Report for Recruitment, Hiring and Outreach Strategies. The report is posted on the CREC website at: www.aphis.usda.gov/about_aphis/programs_offices/civil_rights. APHIS also participates in the department wide workforce recruitment initiative. (See **Appendix 8**, page 88).

9. **Occupational Categories** - APHIS is recognized by the Department as having **10** major occupation job series. At the beginning of the 4th Quarter of FY 2012, the total number of APHIS employees (*males/females*) in each major job category is as follows:

Occupational Job Series	Total Employees	Male	Female
0201 Personnel Management	89	26	63
0301 Misc. Admn. and Program Analysis	225	63	162
0343 Management and Program Analysis	191	57	134
0401 Gen Biolcl Sci	1189	810	379
0404 Biolcl Techncn	270	160	110

0421 Plt Protection Techncn	217	150	67
0486 Wildlife Biology	338	300	38
0701 Veterinary Medical Science	641	358	283
0704 Animal Health Techncn	340	236	104
2210 Information Tech Specialist	278	187	91

Data Source: NFC On-Line Reporting Center

10. Veterans and Disabled Veterans

Currently in FY 12, APHIS has hired a total of **50** Veterans. Of all new hires for FY2010 9.4% are Veterans. OPM set a 10% goal for Veterans within Federal Agencies. Veterans currently make up **12.8%** of the APHIS total workforce.

Veteran Hiring

VETERAN HIRING						
		Total Hires	Vet	Male	Female	Minority
FYTD Hires	#	549	50	47	3	22
	%		9.1%			46.8%
2011 Hires	#	755	106	84	22	31
	%		14.0%			29.2%

APHIS continues its outreach efforts to recruit Veterans and Disabled Veterans in the Federal workforce. In continuing efforts, the VEP in partnership with the Disability Employment Program (DEP) and the Talent Acquisitions and Recruitment (TA & R) Branch and MRP Staffing extended its outreach efforts for Veterans and Disabled Veterans as follows:

Attended Event	Location	Date
Fort Meade Technical Job Fair	Fort Meade, MD	03/21/2012
Upcoming Event	Location	Date
Call To Action: Best Practices For Hiring Veteran	OPM, Washington DC	07/10/2012

In addition, APHIS has committed to bring on 82 VA Vocational Rehabilitation & Employment Interns.

APHIS continues to implement strategies to improve the workforce's under-representation. Collaboration will continue with Civil Rights staff members and Human Resources/Recruitment staff members to provide collective input to ensure that the Agency continues to implement sufficient measures to recruit and retain persons with disabilities.

11. To date the Agency has made 210 new hires under student appointments. The breakdown is as follows:

SCEP	11
SCH B213.3202(B)GRAD	8
SCHB213.3202(B)BA/BS	3
STEP	199
SCH B 213.3202(A) HS	10
SCH B213.3202(A)ASSO	13
SCH B213.3202(A)GRAD	40
SCH B213.3202(A)VOC/	3
SCHB213.3202(A)BA/BS	133
Grand Total	210

12. APHIS has conducted the following civil rights and diversity training in FY 2012:

- The mandatory civil rights training for FY2012 is entitled "*Stopping Discrimination on the Basis of Age and Religion.*" This mandatory interactive training is web based and is available to all employees through the Agency's AgLearn training system. This training is mandatory for all employees and must be completed by August 31, 2012.
-
- To strengthen APHIS' Diversity and Inclusion program, APHIS is providing skill building training for all APHIS Leaders, Managers and Supervisors. This training is based on best practices and recommendations of diversity and inclusion practitioners and the feedback from post Cultural Transformation Awareness Training surveys last year, where employees have requested that

supervisors and managers receive skill based training for this diversity and inclusion initiative. This training is scheduled for the 4th quarter and will be held at 4 locations throughout the country.

- As a part of the on-going frontline leadership training APHIS continues to provide the Fundamentals of APHIS Human Resources Management (FAHRM) Training. FAHRM is APHIS' premiere leadership program for its probationary supervisors and is intended to build competencies early in a supervisor's career in human resources management, accountability, conflict management, leveraging diversity, and developing others. To date there have been 6 FARHM sessions held during FY2012, with a total of 153 participants. All FAHRM participants are required to engage with a mentor of their choice.
 - Civil Rights information is regularly distributed to all employees via email messages. As of June, the Agency has published 1 Civil Rights Update. APHIS also provides civil rights information to employees through the Civil Right Conversations database which is a central location on the Agency e-mail system where employees can read information and immediately post questions or comments and civil rights experts may post responses. The Agency also posts information on the intranet and internet.
13. An agency wide barrier analysis is conducted annually in conjunction with the preparation of the Management Directive 715 report. Over 360 managers and supervisors are surveyed and their responses are analyzed and summarized to help identify deficiencies and barriers. Workforce profile data is also analyzed to help identify under representation.
14. CREC administers and reports on the findings of the Civil Rights Barometer, which is a web-based feedback system that gauges employee opinions on APHIS civil rights programs and retention.
- The Civil Rights Barometer was open during the 1st quarter of FY2012 from October 25 through November 23, 2011. There were 146 respondents; 32 did not respond to the questions about EEO, Civil Rights and Retention and 41 did not respond to the questions about their reasons for leaving other than retirement.
 - Most respondents were GS or GM employees in grades 9-12 (57). There were also significant numbers of employees in the 6-8 grade levels (33) and 13 and above (32). Most respondents had been employed by APHIS for 4-15 years (57); 49 had been employed for 21 years and over; and 21 had been employed for 1-3 years. Most respondents were not United States Veterans (100), 35 were US Veterans, and 11 skipped this question. Most respondents were employed by either Plant Protection and Quarantine (43) or Veterinary Services (49); 16 respondents were employed by Marketing and Regulatory Programs Business Services and 15 respondents were employed by Wildlife Services.
 - Most Veteran respondents were GS or GM employees in grades 9-12 (12). There were also significant numbers of employees in the 6-8 grade levels (11). A total of 21 or 60% were female. Most Veteran respondents had been employed by APHIS for 4-15 years (13); or had been employed for 21 years and over (also 13); and 8 had been employed for 1-3 years. Most Veteran respondents were employed by Veterinary Services (16); 7 were employed by Plant Protection and Quarantine and 7 were employed by Marketing and Regulatory Programs Business Services.

Retention

- A total of 114 employees responded to the one or more of the questions pertaining to EEO, Civil Rights and Retention; however, the number of responses for each question ranged from 103 to 114.

Responses from females differed from responses from males in two areas as noted below. More than 50% of the responses were positive (in agreement) for the following indicators:

- APHIS has a strong and effective EEO program: 65 of 112 (58%)
- 50% of the responses were positive (in agreement) for the following indicators:
 - My work unit has adequate resources to provide the training needed for all to perform their jobs: 57 of 114
- A total of 29 Veterans responded to the one or more of the questions pertaining to EEO, Civil Rights and Retention; the number of responses for each question ranged from 25. Employees indicated that their *primary* reasons for leaving were:
 - they had found limited opportunities for advancement, 47%
 - had a lack of trust and confidence in APHIS senior leader, 41%
 - did not feel valued, 36%
 - did not feel that their job makes good use of their skills and abilities, 35%

For Veterans, there were 35 respondents, 26 of whom said they were seeking employment outside of APHIS. This included 5 who were retiring and 6 who were new hires (hired within the last 2 years).

Veterans indicated that their *primary* reasons for leaving were:

1.) the "Job Seeker" section includes responses from "New Hires", which includes those who were hired within the last 2 years; those who are retiring and seeking employment outside APHIS; other job seekers; and job seekers from all these groups who have disabilities; females and males.

2.) the "Retiring" section includes those who are retiring and not seeking employment and differentiates between those who reported having disabilities, females and males.

15. APHIS continues to promote a workplace free of reprisal and harassment. The following Policy Statements are distributed throughout the Agency:

- ✓ Secretary Vilsack's Civil Rights Policy Statement
- ✓ Administrator's Civil Rights Policy Statement and Anti-Harassment Policy Statement
- ✓ Diversity and Inclusion Policy Statement
- ✓ Workplace Violence and Prevention Policy Statement

16. APHIS conducted the following EEO Webinars:

1st Qtr FY 2012 – 3rd Qtr FY 2012 Webinars
October – June

Month	Name of Webinar Session	Number of Employees Registered	Number of Employees Participated
October	Informal EEO Counseling/ADR	26	11
November	Formal EEO Complaints/	33	34

	Preventing Reprisal & Retaliation Complaints		
	MD-715, The EEO Programs, Veterans Emphasis Program	28	27
December			
	Compliance Reviews/ Program Delivery and Outreach	17	19
	Mixed Case	15	26
	Ag-Discovery	17	17
January			
	Informal EEO Counseling/ADR	22	22
February			
	Mixed Case	24	26
	Ag-Discovery	15	14
March			
	MD-715, The EEO Programs, Veterans Emphasis Program	11	11
	Compliance Reviews/ Program Delivery and Outreach	27	9
April			
	Informal EEO Counseling/ADR	20	22
	Formal EEO Complaints/ Preventing Reprisal & Retaliation Complaints	16	17
	Five Best Practices for APHIS/CREC	18	18
May			
	Bullying vs. Harassment	49	50
June			
	MD-715, The EEO Programs, Veterans Emphasis Program	23	12

For additional EEO Webinar Information see **Appendix 9**, page 89.

GOAL: 3. EEO Program: Proactive Management and Legal Compliance:

Provided a workplace free of unlawful discrimination and enhanced the diversity of the workforce.

PERFORMANCE OBJECTIVE: 3.2 Comprehensive EEO Evaluation Program:

Assessed employment policies and practices.

GOAL INDICATOR: 3.2 (a) Compliance Reviews/Corrective Actions:

Agencies conducted regular and systematic civil rights compliance reviews in accordance with DRs and other guidance. Agencies are required to provide to the OASCR:

- (1) A copy of their original FY 2012 Compliance Review Plan/Schedule;
- (2) Number of compliance reviews that were completed;
- (3) Number and explanation as to why any compliance reviews were not conducted/completed; and
- (4) Status of all corrective actions identified, implemented, and completed for each compliance review.

Agencies must provide a succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 4

Civil rights compliance reviews and reports were completed for Plant Protection and Quarantine, Veterinary Services and Wildlife Services, Animal Care, Center for Plant Health Services and Technology, and Marketing and Regulatory Programs Business Services. A total of 20 reviews and reports were completed during the reporting period, covering approximately 450 managers, supervisors and non-supervisory employees (see list under Goal Indicator 2.1(c)). During the 4th quarter, APHIS is scheduled to conduct 3 additional onsite reviews in the programs of – Veterinary Services, Plant Protection and Quarantine and Wildlife Services. Preparations for the onsite review of these offices have begun and will be conducted in the 4th quarter. Also, the agency is scheduled to conduct a review of cooperative agreements within fiscal year 2012, 4th quarter.

APHIS continues to implement corrective actions to assist offices in gaining compliance, and recognizes that a combination of limited budgets, a hiring freeze, Voluntary Separation Incentive Payments (VSIP), and Voluntary Early Retirement Authority (VERA) have attributed to a lack of training opportunities and underrepresentation. Despite the significant accounts, the agency continues to encourage managers and supervisors to review mission critical reports, to work with HR and grassroots organizations to recruit and hire underrepresented groups, issue memos providing guidance on processes and procedures, and provide annual /periodic training in EEO and civil rights. In addition, with Technical Assistance (TA) visits, revised webinars to accommodate specific program needs, newly developed mini-webinars, and information on how to prepare for compliance reviews, improvements were detected – increased employee participation in the compliance review survey, awareness of their program's succession plan, updated recruitment plans, completed mandatory civil rights training, visibly posted policy statements, and an awareness and appreciation of the cultural transformation initiatives.

FY 2012 Civil Rights Compliance Review Schedule

QUARTER	PROGRAM	STATE(S)
2nd	PPQ	Carlisle, Pennsylvania <i>(Completed)</i>
3rd	PPQ, VS and WS	Texas Colorado California <i>(Preparations for review in progress)</i>
4th	Cooperative Agreements	 <i>(To Be Completed within 4th quarter)</i>

GOAL: 3. EEO Program: Proactive Management and Legal Compliance:

Provided a workplace free of unlawful discrimination and enhanced the diversity of the workforce.

PERFORMANCE OBJECTIVE: 3.2. Comprehensive EEO Evaluation Program:

Assessed employment policies and practices.

GOAL INDICATOR: 3.2 (b) No FEAR Act:

Agencies provided timely submissions to be used in the Department's Annual Report, and other items as requested by the OASCR.

Agencies must provide a succinct written rationale along with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 1

APHIS OCRDI provides the Department with timely and accurate submissions of all documents, reports, and information as requested for complaint processing, No FEAR reporting and compliance reports. The Agency conducts monthly internal audits of the No Fear Act reporting data, which is automatically populated with the Agency's EEO data through the Departmental iComplaints database. Any concerns or discrepancies are immediately brought to the attention of the appropriate personnel within USDA, Office of the Assistant Secretary for Civil Rights (ASCR), Office of Adjudication (OA).

As required, the Agency completed and submitted the Annual No Fear Report for FY 2011 to the Department on February 22, 2012, well within the directed timeframe. The annual report includes a detailed analysis of noted trends based on comparison of data for FY 2010 and FY 2011.

GOAL: 3. EEO Program: Proactive Management and Legal Compliance:

Provided a workplace free of unlawful discrimination and enhanced the diversity of the workforce.

PERFORMANCE OBJECTIVE: 3.3 Efficient EEO Complaint Process:

Managed an effective complaint processing program.

GOAL INDICATOR: 3.3 (a) Timely submitted EEO Counselors' Reports:

Submitted timely and quality EEO Counselors' Reports within 15 calendar days from the issuance to the complainant of the Notice of Right to File. Agencies are required to provide the number and percentage of EEO Counselors' Reports completed in a timely manner.

Agencies must provide a succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 4

APHIS continues to adhere to the guidelines provided in MD-110 by preparing a report sufficient to document that the EEO Counselor undertook the required counseling actions and to resolve any jurisdictional questions that arise. APHIS Standard Operating Procedures for EEO Counselor/Mediators require the development of an EEO Counselor's report or Mediation Summary within 5 work days after the issuance of the Notice of Right to file, which ensures that APHIS submits all reports prior to the 15 calendar deadline.

As of July 1, 2012 EEO Counselor's processed 64 contacts. According to the iComplaints reporting system 33 Formal complaints have been filed and 100% (33) of the Counselor Reports have been uploaded into the system prior to ECD's request date and no resubmissions have been requested. APHIS utilize EEOC's module report format and ensures that all reports provide the qualifying details, the details of the allegations, and the results of the fact-finding session.

Report Writing is a Critical Performance Element for the APHIS Counselor/Mediators. The Agency will continue to monitor to ensure submissions are in compliance with MD 110. APHIS will also continue to require the development of EEO Counselor's Reports and Mediation Summaries with 5 work days of the issuance of the NORF.

As a proactive measure and in preparation of the 2013 departmental rating requirement, APHIS has started requiring Counselor/Mediators to upload the Counselor Report into iComplaints in conjunction with the NORF.

GOAL: 3. EEO Program: Proactive Management and Legal Compliance:

Provided a workplace free of unlawful discrimination and enhanced the diversity of the workforce.

PERFORMANCE OBJECTIVE: 3.3 Efficient EEO Complaint Process:

Managed an effective complaint processing program.

GOAL INDICATOR: 3.3 (b) Completed EEO Investigations within 90 days:

Completed investigations and distributed Reports of Investigation (ROI) within the 90 calendar day timeframe (beginning the date the OASCR notified the Agency of the complaint). Agencies are required to provide the number of investigations and the percentage completed in a timely manner.

Agencies must provide a succinct written rationale with documented evidence as to how the self-assessed value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

Investigations were completed and Reports of Investigation were produced and distributed in accordance with current USDA policy and federal regulations. The Department's iComplaints data base-generated EEOC 464 Report data reflects completion of 24 investigations, of which 20 were distributed within 90 calendar days. Approximately 83% of the investigations were completed within 90 days from acceptance by the Department. Investigations are impacted by factors beyond the control of APHIS, such as multiple and amended claims, as well as other issues which necessitate the extension of the investigation timeframe.

GOAL: 3. EEO Program: Proactive Management and Legal Compliance:

Provided a workplace free of unlawful discrimination and enhanced the diversity of the workforce.

PERFORMANCE OBJECTIVE: 3.3 Efficient EEO Complaint Process:

Managed an effective complaint processing program.

GOAL INDICATOR: 3.3 (c) Complaint Non-compliance/Corrective Actions:

- Provided the average number of days to respond to requests for information from EEO Counselors, Investigators, and Adjudicators by type of request;
- Provided the average number of days to fully implement the terms of settlement agreements, including terms of the *Basu* settlement agreement, where applicable; and
- Provided the number of requests for non-compliance/corrective action-related information (e.g., data, analyses, reports, recommendations, and status reports) from the OASCR, and the average number of days to respond to each type of request.

Agencies must provide succinct written rationale and documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

APHIS OCRDI continues to respond expeditiously to all inquiries and/or requests for information from all customers, both internal and external, usually within 24 hours. APHIS OCRDI customers include employees and applicants, investigators, adjudicators, EEO counselors, as well as staffs for the Office of the General Counsel and the Office of Adjudication and the Equal Employment Opportunity Commission. APHIS responds to many requests such as, document requests and information required by Contract EEO Investigators, Office of the General Counsel as well as Assistant U.S. Attorneys request our assistance in addressing civil actions inquiries and EEO cases at hearing; employees seek information regarding the EEO process, both informal and formal and the Office of Adjudication may require reporting or EEO complaint information,, as well as case assessments, reports or status updates, to name a few. There have been no complaints of record from any entities serviced by the APHIS OCRDI staff which reflect an inability to timely address requests for information.

In FY 2012, to date, twelve (12) formal EEO complaints and four (4) informal EEO complaints have been closed by negotiated settlement agreements. Settlement agreements are implemented immediately and the settlement terms are processed within the timeframe stipulated within each settlement agreement. On average, settlement agreement terms are fully implemented within 60 calendar days. The agency continues to follow required Departmental procedures and prepares a Report of Compliance for each informal and formal settlement agreement. The Report of Compliance is prepared and submitted to the Geraldine Herring, Chief, Compliance Division, and details actions taken by the Agency to implement each settlement agreement term, including implementation timeframes. In total, APHIS has submitted sixteen (16) Reports of Compliance, to date.

To date, there have been no allegations of non-compliance with regard to any informal or formal EEO settlement agreements. One (1) allegation of non-compliance was raised on a settlement agreement brokered by the Office of the General Counsel and the Assistant U.S. Attorney in a Federal District Court case. The Office of the

General Counsel promptly addressed the matter and prepared a detailed and thorough compliance report for the Department.

The OCRDI Director continues to meet with the APHIS Associate Administrator on a weekly basis to discuss and report on agency employment complaint activity and closures under the USDA Resolution Initiative. APHIS submits a weekly caseload summary to the Department reporting on agency open and closed cases. To date, the agency has 63 active formal EEO complaints in inventory and has closed 29 complaints.

The agency has timely fulfilled all Basu Settlement requirements in FY 2008 and previously reported those accomplishments in the Agency Civil Rights Performance Reports for Fiscal Years 2008, 2009 and 2010.

To further ensure that we meet the needs of the Office of Assistant Secretary Civil Rights (OASCR) and our customers, APHIS initiated and held a joint partnership meeting to ensure that we are providing them with the information needed to adequately process cases without delay. The meeting was convened with members of the APHIS Informal Counseling ADR Center, the Formal Complaints Team and the USDA, Employment Complaints Division, and the Complaints Adjudication Division who jointly discussed processing methods and concerns and work collaboratively in exploring possible remedies. Carl-Martin Ruiz, Director, Office of Adjudication, ASCR and Dr. Gregory Parham, Administrator, APHIS also participated in the partnership meeting.

GOAL: 4. Utilization of Alternative Dispute Resolution:

Alternative Dispute Resolution (ADR) can provide effective tools to aid in the resolution of discrimination complaints. Most common among the techniques employed at USDA are mediation, conciliation, coaching, and facilitation. It is also important to regularly assess the effectiveness of the ADR programs. This can be done through reporting on program activities, implementation of standard operating procedures, and compliance reviews that measure adherence to applicable regulations such as the Departmental ADR regulation, DR 4710-001, "Alternative Dispute Resolution" (April 5, 2006).

PERFORMANCE OBJECTIVE: 4.1 Efficient Use of ADR for EEO Workplace and Program Disputes:

The Agency provided alternate and effective tools to aid in the resolution of discrimination complaints through the utilization of the ADR process.

GOAL INDICATOR: 4.1 (a) Utilization of ADR:

Demonstrated good faith ADR efforts to resolve EEO complaints and other disputes especially early in the process and/or before a complaint/action was initiated.

1. All offerings of ADR were documented, and decisions not to offer ADR were documented per Federal and USDA regulations.
2. The Resolving Officials' good faith efforts to resolve complaints and other disputes were documented.
3. ADR services were effectively developed to eliminate barriers.
4. Demonstrated general compliance with other Federal and USDA ADR regulatory requirements.

Agencies must provide succinct written rationale and documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

The Animal and Plant Health Inspection Service (APHIS) emphasizes the use of Alternative Dispute Resolution (ADR) efforts through two distinct programs. The Human Resources Division's Collaborative Resolution (CR) Early Intervention Program and the Alternative Dispute Resolution Program within the APHIS, Office of Civil Rights, Diversity, and Inclusion (OCRDI) staff.

The Workplace Resolutions and Wellness Branch (WRWB) which houses the Collaborative Resolution (CR) Early Intervention Program and the Alternative Dispute Resolution Program within the APHIS, Office of Civil Rights, Diversity, and Inclusion (OCRDI) staff. WRWB, CR is a confidential early intervention program that utilizes effective conflict resolution and communication tools in compliance with the USDA ADR regulation, DR 4701-001. The CR Program provides Alternative Dispute Resolution (ADR) services including 1) Mediation/Facilitation/Conciliation, 2) Team Collaboration Services, 3) Conflict Advice/Guidance/Coaching, and 5) Conflict Management Training. There are five (5) Collaborative Resolution Specialists dedicated to providing ADR services as required and necessary to serve all APHIS employees. Services are provided through a variety of means including on-site/in person, telephonically, through video conference, and by webinar.

For the period June 20, 2011, to June 20, 2012, there has been a 37% increase in employee participation in the CR Early Intervention Program when compared to the period June 20, 2010, to June 20, 2011.

For FY12, as of June 20, 2012, the CR Program provided the following services which are more fully described below:

Mediation/Facilitation/Conciliation. A trained Mediator encourages all participants to take an active role in resolving employment problems and concerns. The Mediator assists the parties with identifying the barriers and problems to be solved, and creating options to resolve their conflict. If an agreement is reached, the terms are included in the Mediation Agreement and signed by the parties. The Agreement is confidential and is not shared with anyone other than the parties.

For the time frame noted above, WRWB, CR had 113 mediation or facilitated discussion requests with a total of 243 participants (of which 139 non-supervisors and 104 supervisors).

Team Collaboration Services. A trained Mediator can help teams deal with conflict, misunderstandings, and other sensitive issues that impede a team's ability to work together effectively. The Mediator accomplishes this by assisting team members to more effectively manage their communication skills, better understanding diversity issues, and make decisions in an inclusive and collaborative manner.

For the time frame noted above, WRWB, CR has facilitated 60 team collaboration sessions with a total of 786 participants (of which 495 non-supervisors and 291 supervisors).

Conflict Management Training. APHIS supports a proactive approach to help employees learn how to effectively manage conflict. The training is a mix of lecture, discussion, and group exercises designed to help the participants identify and effectively manage conflict. Our Mediation Specialist design each training session to meet the particular needs of the work unit. This training is available upon request.

For the time frames noted above, WRWB, CR has completed 12 conflict management training sessions with a total of 145 participants (of which 129 non-supervisors and 16 supervisors).

Additionally, CR has actively partnered with the Training and Development Branch and OCRDI to develop training promoting the use of ADR and the CR Early Intervention Program. In August 2011, the ADR AgLearn Training was implemented and product successfully activated as part of the OCRDI mandated training for all APHIS employees.

Conflict Advice/Guidance. Any employee facing a challenging situation or conflict may request coaching. The Mediator will listen to the person's concerns, what he/she has done and plans to do, and help him/her use new approaches to deal with the situation. The Mediator can also help an employee develop a strategy or how to better understand his/her own contribution to the conflict. As with the mediation and facilitated discussion processes, the coaching process is voluntary and confidential.

For the time frame identified above, WRWB, CR has completed 701 coaching sessions (of which 453 non-supervisors and 248 supervisors).

APHIS, ADR Center continues to promote the use of ADR by offering all informal contacts the option of utilizing mediation as a tool to process informal complaints. In accordance with 29 CFR 1614, Management Directive 110, and DR 4701-001, all contacts were advised in writing of their choice between counseling and ADR. In addition, each individual is provided with a written guide on the EEO process, which outlines the ADR process, what they can expect during mediation, and the time limits for processing. APHIS ensures they are knowledgeable of the objectives of ADR and recognize that their participation is voluntary and does not obviate their rights under other processes. While mediation is the primary choice of ADR, APHIS offers a variety of methods for employees located across the United States such as Video Conferencing, Telephonic Mediation,

Facilitation, and Settlement Conferences. When a contact presents a conflict of interest, APHIS contracts to GSA approved vendors or enter into an inter-agency agreement with another USDA agency. FY 2012, as of July 1, 2012, 7 individuals elected ADR out of 64 contacts. Mediation has occurred for 4 individuals, 2 withdrew, and 1 is pending. There have been two cases closed with a settlement agreement through mediation. APHIS will continue to ensure that all mediations are conducted within the 90-day timeframe for those who elect ADR as an alternative method.

APHIS has a cadre of Resolving Officials (RSO) designated by Program Areas. Because of the continual involvement at the earliest stages of the complaint process, these appointed individuals have Senior Management support, understands the organization's mission and provide Mediators with priority responses to workplace disputes.

RSO's receive training on an as needed basis or annually by OCRDI and /or GSA approved vendors experienced in Negotiations, Conflict Prevention and Federal Discrimination Complaint Processes and other training deemed appropriate to their role as RSO.

APHIS continues to offer the ADR module developed previously by the Civil Rights and Human Resources partnering together. This self-paced interactive web based training program presents the essentials of ADR in a self-paced, online course. 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. In addition, APHIS has developed an ADR podcast located on the APHIS intranet website that allows all employees and managers access to gain firsthand knowledge of what a mediation looks like in order to better prepare for a successful outcome should they have a need to engage in the ADR mediation process.

As of the 3rd quarter of Fiscal Year 2012, the ADR Center presented the ADR webinar module to 55 employees in the Headquarters and Regional offices. These modules serve as learning tools for new employees and managers, as well as, refresher courses for current employees and managers.

GOAL: 4. Utilization of Alternative Dispute Resolution:

Alternative Dispute Resolution (ADR) can provide effective tools to aid in the resolution of discrimination complaints. Most common among the techniques employed at USDA are mediation, conciliation, coaching, and facilitation. It is also important to regularly assess the effectiveness of the ADR programs. This can be done through reporting on program activities, implementation of standard operating procedures, and compliance reviews that measure adherence to applicable regulations such as the Department ADR regulation, DR 4701-001.

PERFORMANCE OBJECTIVE: 4.1 Efficient Use of ADR for EEO Workplace and Program Disputes:

The Agency provided alternate and effective tools to aid in the resolution of discrimination complaints through the use of the ADR process.

GOAL INDICATOR: 4.1 (b): ADR Training

Compliance with USDA ADR regulation, DR 4701-001, and initiatives aimed at training ADR practitioners, employees and customers in order to increase conflict management competence at USDA.

1. Agency demonstrated that the ADR training was made available to all customers and employees.
2. Agency demonstrated cooperation with the Departmental ADR leadership initiatives, activities, and functions.
3. Agency demonstrated use of qualified neutrals, i.e. considered qualified per the Departmental regulations.

Agencies must provide succinct written rationale and documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

APHIS provides training to ADR practitioners, employees, and customers to increase their knowledge of the use of ADR as an alternate and effective tool to aid in the resolution of EEO discrimination complaints and workplace disputes at the earliest possible level. APHIS has a cadre of Resolving Officials (RSO) designated by Program Areas, who have been appointed and are supported by Senior Management and who understand the organization's mission. Because of their continual involvement at the earliest stages of the complaint process, RSO's receive training on an as needed basis or annually by OCRDI and /or GSA approved vendors experienced in Negotiations, Conflict Prevention and Federal Discrimination Complaint Processes and other training deemed appropriate to their role as RSO.

APHIS has provided all employees with mandatory training on "Stopping Discrimination on the Bases of Age" in support of USDA Assistant Secretary for Civil Rights Dr. Joe Leonard's selected training emphasis for FY 2012. All employees have access to the training via AgLearn. The ADR Center in collaboration with APHIS' training staff developed a written version and made available to employees without computer access upon request.

During the fiscal year, APHIS presented from 9 to 10 webinar modules to about 100 participants each quarter. These modules serve as learning tools for new employees and managers, as well as, refresher courses for current employees and managers. During the 2nd Quarter, APHIS developed a training session called mini webinars that is more focused specific areas of interest for a more targeted audience. Participation in these sessions has been overwhelming. Over 175 managers and employees have participated in the mini webinars to date.

APHIS continues to demonstrate support with the Secretary's Vision for Cultural Transformation by creating an Office of Diversity and Inclusion under the Office of Civil Rights, Diversity, and Inclusion office. APHIS is also in the midst of planning a cultural transformation training session for the APHIS Management Team and Senior Level managers.

In July, August and September, APHIS will provide the Annual Administrator's Civil Rights, Diversity and Inclusion Training for Managers and Supervisors in 5 sessions— Ft. Collins, Riverdale, Minneapolis, Raleigh, and Ames-- for managers and supervisor. The topic will be "Reinventing Diversity" presented by Howard Ross and "Hiring Mangers: Understanding the Value of Military Veterans to Your Organization and Tips for Interviewing" and will be presented by Lisa Rosser.

Also, as noted above, the APHIS, WRW Collaborative Resolution (CR) Program is a confidential early intervention program available to all APHIS employees. The complete description of services and deliverables is contained within the response to 4(a) and incorporated herein.

In support of achieving the 2011 Mandatory Civil Rights Training for all APHIS employees, OCRDI and CR worked closely with the Training and Development Branch 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.

While confidentiality of services is an underlying premise of and priority for CR, APHIS supports the need to align the CR staff with other support functions and services to ensure that important connections and referrals are made. Reasonable Accommodation and Work Life Wellness are two functions that reside in the same Branch as CR. This strategic placement allows for prompt and effective assistance in the reasonable accommodation process and places key information about employee support and wellness in the hands of the CR mediators. In addition, strategic connections have also been strengthened between CR and other support functions where higher incidents of conflict may arise and referrals are made, such as Employee Relations and the Executive Support Leadership Services (ESLS). As of June 20, 2011, CR has received 55 case referrals from ER and 10 from ESLS.

In addition to the mandatory civil rights training on alternative dispute resolutions mandated for all APHIS personnel for FY11, WRWB, CR offers specialized conflict management training. APHIS supports a proactive approach to help employees learn how to effectively manage conflict. The training is a mix of lecture, discussion, and group exercises designed to help the participants identify and effectively manage conflict.

CR provided a Conflict Management Training session for supervisors and non-supervisors in April 2012. Overall, WRWB, CR has completed 12 conflict management training sessions with a total of 145 participants (of which 129 non-supervisors and 16 supervisors).

CR is developing a Conflict Management Series of training seminars to promote conflict resolution and development more effective training content to meet the needs of the programs whose time is often limited and flexible to the client's office coverage schedules. These training seminars time frames are intentional developed for 2-3 hours and are intended to be implemented in FY 2013.

CR has developed and enhanced training tools such as electronic evaluations in addition to data resources in order to provided and receive timely employee program feedback. This includes making improvements on the APHIS website and partnering with other employee resource programs to ensure client's needs are met.

APHIS worked to ensure that all employees are aware of the full range of early intervention services available through WRWB, CR. In addition to quarterly e-mail messages to all APHIS employees, CR has continued to distribute a paper and electronic brochure which has been distributed and/or made available to all APHIS personnel. The CR Program also has a webpage within the APHIS Employee Intranet that provides important information about the services offered and how to contact a CR Specialist. In addition the CR Program contributed to the Workplace Resolutions and Wellness Branch brochure which also markets the CR Program and overall employee resources to all of APHIS.

In support of strengthening the connections between programs, CR actively participated and coordinated the Workplace Resolutions and Wellness Branch presentations to all Program Leadership Teams that included the Deputy Administrator's involvement and received positive feedback. The respective Deputy Administrators promoted the employee resources to include the CR Program and encouraged their managers to utilize such resources and ensure resources are known to employees.

GOAL: 4. Utilization of Alternative Dispute Resolution:

Alternative Dispute Resolution (ADR) can provide effective tools to aid in the resolution of discrimination complaints. Most common among the techniques employed at USDA are mediation, conciliation, coaching, and facilitation. It is also important to regularly assess the effectiveness of the ADR programs. This can be done through reporting on program activities, implementation of standard operating procedures, and compliance reviews that measure adherence to applicable regulations such as USDA ADR regulation, DR 4701-001.

PERFORMANCE OBJECTIVE: 4.1 Efficient Use of ADR for EEO Workplace and Program Disputes:

The Agency provided alternate and effective tools to aid in the resolution of discrimination complaints through utilization of the ADR process.

GOAL INDICATOR: 4.1 (c): Reporting to the Early Resolution and Conciliation Division (ERCD)

Provided accurate, complete, and timely reports of all ADR activities to the OASCR ERCD

1. Report includes the number of documented written offers as well as non-offers of ADR at the formal stage of EEO process.
2. Report includes the number of formal complaints filed.
3. All reported data for the ADR activities were consistent.
4. ADR information and databases were maintained and reported on a continuing up-to-date basis.

Agencies must provide succinct written rationale and documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

APHIS responds promptly, usually providing same-day response to all inquiries and requests from the Office of the Assistant Secretary for Civil Rights (OASCR), which may include data, analyses, reports, recommendations and status reports. On average, inquiries and requests from OASCR are addressed within 1-2 business days. Ensuring that data is accurate, complete, and timely and often provide reports prior to the submission date requested.

Specifically, all Counselor reports document any offers as well as non-offers at the informal stage of the process. To date, APHIS has conducted 4 out of 7 elected mediations which resulted in 2 settlements, and 1 mediation pending. All documented offers and non-offers have been documented in reports and uploaded in iCompliants. This fiscal year, to date, 12 formal EEO complaints have been closed by settlement agreements. This number includes 2 formal cases in which ADR was explored by the APHIS OCRDI staff and successfully achieved, through use of settlement negotiation. The remaining 10 settlement were brokered at hearing by the Agency Representatives within the APHIS Hearings and Appeals Branch.

APHIS utilizes a number of ADR/EEO complaint questions during regularly scheduled compliance reviews to assess the effectiveness of the ADR programs and adherence to applicable regulations such as the USDA ADR regulation, DR 4701-001. During the reporting period APHIS completed 12 desk audit reviews and 8 onsite reviews. The agency surveyed approximately 100 managers, supervisors and non-supervisory employees during the desk audit reviews, and nearly 350 during the onsite reviews.

The CR Program maintains updated information on CR services through a relational database system. All required ADR quarterly reports were accurate, consistent and submitted to the Department on time.

GOAL: 5. Procurement:

The Agency must take affirmative steps to increase procurement with small businesses, small disadvantaged businesses, 8(a) small businesses, woman-owned businesses, HUBZones, service-disabled veteran-owned small businesses, and persons with disabilities (Ability One, previously referred to as the Javits-Wagner-O'Day Act or "JWOD").

PERFORMANCE OBJECTIVE: 5.1 Procurement Goals:

The Agency ensured equal opportunity access for small businesses, small disadvantaged businesses, 8(a) small businesses, woman-owned businesses, HUBZones, service-disabled veteran-owned small businesses, and persons with disabilities (Ability One, previously referred to as the Javits-Wagner-O'Day Act or "JWOD") in all USDA contracting activities.

GOAL INDICATOR: 5.1 (a) Accomplishment of Goals:

The Agency developed and implemented effective strategies for improving participation by small businesses, small disadvantaged businesses, 8(a) small businesses, woman-owned businesses, HUB Zones, service-disabled veteran-owned small businesses, and persons with disabilities (Ability One, previously referred to as the Javits-Wagner-O'Day Act or "JWOD") and for accomplishing all goals.

Agencies are required to provide procurement goal targets for each major category and the associated percentage achieved for each goal.

Agencies must provide succinct written rationale and documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 4

Achievement of USDA AbilityOne and Small Business Goals for FY 2012: The Agency issues quarterly progress reports to the Acquisition Community with ongoing status in achieving the equitable distribution of contract awards to the *AbilityOne (previously JWOD) and six mandatory Small Business Goals. The achievements are elements measured under the Agency's Administrator's performance elements. In addition, accomplishments in these areas are collected by the USDA Office of Small Disadvantaged Business Utilization (OSDBU) in order to issue Agency Scorecards.*

Award Activity - 10/01/2011 thru 6/15/12

Small Business	* FY Goal 2012/2012	QTR 1 - Awards 10/01/11 – 12/15/11	Agency Status > = over < = below	QTR 2 - Awards 10/01/11 – 3/31/12	Agency Status > = over < = below	QTR 3 - Awards 10/01/11 – 6/15/12	Agency Status > = over < = below
Total Dollars	-	\$18,034,165.19	-	\$44,658,953.56	-	\$68,584,577.14	
Total Small Business	-	\$10,583,282.09	-	23,875,049.20	-	\$34,673,266.17	
ABILITYOne	1.68	2.6	>.92	2.0	>.32	1.2	<.4
Small Business	50.00	65.8	> by 15.8	53.4	> 3.4	50.5	>.5

8(a)	6.00	14.0>	> by 8.0	9.7	> 3.7	8.1	>2.1
SDB	9.00	22.4>	> by 13.4	12.9	> 3.9	12.9	>3.9
WO	8.00	12.9>	> by 4.9	6.4	< 1.6	6.1	<1.9
Hubzone	3.00	6.5>	< by 3.5	5.9	> 2.9	3.9	>.9
SDVO	4.00	9.8>	> by 5.8	8.2	> 4.2	8.0	>4.0

Source: All data was available from the USDA, OSDDBU Office and/or reports pulled from the Federal Procurement Data System – New Generation (FPDS-NG System). The "Funding" and "Goaling" reports utilized represent % of dollars obligated under each category.

Quarter 3 results: Agency achievements reveal the AbilityOne and Women-Owned goal is reduced from Quarter 2 report. The Acquisition community provided guidance to focus in assuring these and all are equitably distributed for the remainder Quarter 4 of the fiscal year.

GOAL: 5. Procurement:

The Agency must take affirmative steps to increase procurement with small businesses, small disadvantaged businesses, 8(a) small businesses, woman-owned businesses, HUBZones, service-disabled veteran-owned small businesses, and persons with disabilities (Ability One, previously referred to as the Javits-Wagner-O'Day Act or "JWOD").

PERFORMANCE OBJECTIVE: 5.1 Procurement Goals:

The agency ensured equal opportunity access for small businesses, small disadvantaged businesses, 8(a) small businesses, woman-owned businesses, HUBZones, service-disabled veteran-owned small businesses, and persons with disabilities (Ability One, previously referred to as the Javits-Wagner-O'Day Act or "JWOD") in all USDA contracting activities.

GOAL INDICATOR: 5.1 (b) Outreach:

Created or enhanced its outreach efforts to increase procurement with small businesses, small disadvantaged businesses, 8(a) small businesses, woman-owned businesses, HUBZones, service-disabled veteran-owned small businesses, and persons with disabilities (Ability One, previously referred to as the Javits-Wagner-O'Day Act or "JWOD"):

- (a) Participated in meetings (monthly, quarterly, and semi-annually) hosted by OSDDBU;
- (b) Engaged and informed OSDDBU on business opportunities offered by the agency, proactively increasing viability of OSDDBU's role in agency's contracting activities; and
- (c) Provided necessary resources to conduct outreach efforts with OSDDBU.

Agencies are required to provide evidence of how they met each of these requirements. Agencies must provide a succinct written rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 2

Data reflects APHIS as the funding Agency for obligations performed by service centers on their behalf to **external customers**, during October 1, 2011 thru July 20, 2012:

Business Category	Qtr 1 10/01/11 thru 07/20/12 (3 rd Qtr/date of	% of Total
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	report)	
Total Accumulative Dollars	77,209,048.40	100%
Small Business Concern (SB)	38,884,028.35	50.3
Small Disadvantaged Business (SDB)	9,877,150.54	12.7
Women-Owned (WO)	4,352,175.99	5.6
Hubzone (HUB)	3,215,403.69	4.16
Veteran-Owned (VO)	8,682,828.33	11.2
Service Disabled Veteran Owned (SDVO)	6,677,097.36	8.6
8(a)	8,432,626.31	10.9
JWOD/AbilityOne	879,765.77	1.13
Historically Black Colleges & Univ. (HBCU)	5,064.00	.006
Educational Inst.	1,833,857.17	2.3
Asian Pacific	282,767.08	.34
Minority Institutions	2,344.00	.06
Local Government	50,813.58	.06
State Government	1,527,425.42	1.9
Tribal Owned	0.0	0.0
American Indian	377,743.89	.48
Native American Indian	1,469,024.94	1.9
Indian Tribe (Federally recognized)	0.0	0.0
Asian Indian	1,013,987.97	1.3
Alaska Native	14,318.84	.12
Native Hawaiian	0.0	0.0
Minority Owned	9,837,917.07	12.7
Black Owned	4,574,027.70	5.9
Hispanic-Owned	1,949,153.00	2.5
Non-Profit Organization	2,187,767.91	2.8
Emerging Small Business	1,307,852.14	1.6
Hospitals	46,754.85	.06

NOTE: Obligations can apply to one or more categories listed above. All data was available from the Federal Procurement Data System – New Generation (FPDS-NG System). Query was under “Funding Report”.

II. Servicing Centers Reporting Obligations: The following have reported obligation activity for the Funding Agency:

1. Animal and Plant Health Inspection Service (APHIS) – 12K3
2. Public Buildings Service - 4740

The Agency hosts yearly events which support awareness efforts to increase mandatory and statutory programs which need to be considered by the Agency Program Managers and Acquisition community when procurement opportunities arise.

The MRP has a designated a Program Manager (PM) for two major programs which directly influence the Agency's accomplishment in fostering the equitable distribution of contract awards to the AbilityOne and Small Business Program. The contact serves as the primary contact for managing the success of the programs for three MRP Agencies, The Animal and Plant Health Inspection Services (APHIS), Agricultural Marketing Services (AMS) and, Grain Inspection and Packers and Stockyard (GIPSA). Primary focus consists of reporting and engaging the acquisition and technical force with vendors during the acquisition planning phase; capturing and collecting data for departmental needs; reporting progress to the Acquisition force in an effort to ultimately contribute to the monitoring and measure of contract awards against FY established goals. In the past six months the Agency has accomplished the following which supports removing barriers to improve the acquisition outcome with industry:

- a. **USDA Small Business Specialist Meetings:** The MRP has attended two USDA OSDBU-sponsored quarterly meetings in FY 2012. The meetings consist of disseminating or collecting relevant data for managing the AbilityOne and Small Business Program for the Agencies. Information such as new legislation, White House initiatives, and other Federal initiatives from SBA are provided to implement under the Agency Small Business Program which, is forwarded to the MRP acquisition community.
- b. **AbilityOne Educational Brochure:** The MRP AbilityOne Liaison developed and finalized in April 2011, an educational in-house brochure publication which includes Frequently Asked Questions (FAQs) about the Federal AbilityOne Program. The goal for this educational material is to eliminate any negative "stigma" that people with disabilities cannot perform. The clarification in the brochure promotes that the Program excels in training people with disabilities to effectively perform under Federal Contracts. This brochure was distributed to the Marketing and Regulatory Programs (MRP) Acquisition Community, Cardholders, Administrative Officers (AOs) for the Purchase Card, and Branch Chiefs. This brochure was revised in spring 2012, for distribution to the MRP acquisition force.
- c. **General Services Administration (GSA) Newsletter –** The MRP has forwarded the FY 2012 monthly newsletters to MRP Branch Chiefs and Field Small Business Coordinators (SFBC). Monthly newsletters are necessary and valuable to the Agency acquisition workforce so they can continue to be maintained and updated on changes occurring under the Small Business Program with the GSA.
- d. **Small Business Administration (SBA) Webinar Sessions –** The MRP has participated in monthly SBA-sponsored webinars which cover new Federal initiatives to be implemented. This information was forwarded to the MRP Acquisition community Spring 2012, for participation.
- e. **Green Purchasing Workgroup:** The MRP has a representative on the USDA Sustainability Program committee for Green Purchasing. Information related to this program is forwarded to the acquisition community to promote vendor consideration under the "Green" initiatives under Agency Contracts.
- f. **Marketing and Regulatory Programs (MRP) 7th Annual AbilityOne Celebration:** The Agency hosts yearly events which support awareness efforts to increase mandatory and statutory programs which need to be considered by the Agency Program Managers and Acquisition community when procurement opportunities arise. The Agency held the 7th Annual AbilityOne Celebration Event on

May 2, 2012, which was held at the USDA 4700 River Road, Riverdale, Md Headquarters location. The Theme of the event was "People with Disabilities Contributing to the Federal Workplace". The event was planned and executed with a planning team lead by the Administrative Services Administration (ASD) in conjunction with the APHIS Office of Civil Rights, Diversity and Inclusion staff, non-profit partners such as National Institute for the Severely Disabled (NISH) and National Institute for the Blind (NIB) and, the USDA Office of the Small Disadvantaged Business Utilization (OSDBU). The APHIS representative was Joanne Munno, Deputy Administrator, MRP-BS.

- g. IAS Training:** MRP has offered Integrated Acquisition System (IAS) Training to improve user's knowledge of the system and to stimulate a better understanding of the acquisition system.
- h. Administrative Services Division (ASD) Monthly Meetings:** ASD has conducted monthly meetings with Program office representatives in which we request topics for discussion in the acquisition area. The meetings are used as a forum to keep customers abreast of new or changing acquisition initiatives that may potentially impact their programs.

The MRP PM initiated a major Market Research effort for the APHIS Office of the Administrator (OA) in which there is a need to reduce cost and promote efficiency in the Agency's primary initiative for the Certification, accreditation, registration, permitting, and other licensing (CARPOL) activities to the public. The Agency was seeking industry input in two areas: (1) Existing Information Technology (IT) Systems in the market; (2) No-Cost funding models used commercially. The description of the posting included the following:

1-Existing IT Systems in the Market: The United States Department of Agriculture (USDA), Animal and Plant Health Inspection Service (APHIS), Marketing and Regulatory Programs Business Services (MRPBS) is seeking government, industry, and academic input for information related to Web-based systems and services that currently support certification, accreditation, registration, permitting, and other licensing (CARPOL) activities. This was posted in the Federal Business Opportunities (FBO) website on April 4, 2012 until May 4, 2012. The Agency received eleven (11) responses which were then contacted for further technical discussion.

2-No-Cost Model in the Market: "The United States Department of Agriculture (USDA), Animal and Plant Health Inspection Service (APHIS), Marketing and Regulatory Programs Business Services (MRPBS) is seeking market sources interested in entering into a No-Cost contract for delivery of service for CARPOL activities. The Agency is contemplating reducing costs for maintaining existing systems by shifting the delivery of service for CARPOL to Industry. Identify sources interested in NO-Cost Model Contracts for the delivery of Industry solution will support application functions to facilitate CARPOL for the USDA. This was posted in the FBO on May 26, 2012 through June 14, 2012. The Agency received nine (9) responses which are currently being contacted for further information.

B. Vendor Outreach Sessions – The MRP PM attended all six (6) Monthly Vendor Outreach Session (VOS) since the beginning of the Fiscal Year 2012. The Outreach events are sponsored by the USDA OSDBU and serves as an introductory opportunity for small business vendors to highlight their services. Vendors have been further invited to meet with the Agency contact to receive more detailed and customized direction for pursuing more information related to upcoming requirements they can be considered for during the acquisition planning and bid process. The Agency met with 15 vendors each month in the past six (6) months. This constitutes supporting approximately 180 vendors who have been given the advocacy from the Agency Small Business Coordinator. Direct support with vendors increases the equitable distribution of contracts within all small business goals.

C. Vendor Meetings - The MRP Small Business Coordinator has met weekly in one-on-one meeting with approximately Two Hundred forty (240) Small Business Vendors since October 1, 2010. Meeting with vendors

has endorsed the Agency's advocacy support to the Small Business community and to guide them on how to do business with the Programs. Business opportunity matching and technical contacts have been provided to promote their involvement in the Agency; s technical needs which then allows them to participate in the competitive process. Meetings with vendors have helped them to navigate through the Agency and find contract opportunities.

D. Third Quarter Ability One and Small Business Goals - The MRP generates quarterly reports to the Head of Contracting Activity Designee (HCAD) and Procurement Branch Chiefs in an effort to awareness of the Agency's progress in meeting established goals.

E. AbilityOne Training Initiative with NISH and NIB: The MRP PM initiated in May of 2012, a conference call with the USDA OSDBU and the AbilityOne Program Manager to discuss the need for Agency Training to the acquisition community. The National Institute for the Severely Handicapped (NISH) and National Institute for the Blind (NIB) have discussed a web-based training solution to meet USDA yearly requirements for warranted acquisition personnel. Initial meeting will be with Agency Liaisons for discussion and classroom training to be contemplated for FY 2013.

GOAL: 6. Secretary's Commitment:

Secretary Vilsack called for a cultural transformation at USDA. He has developed a Transformation Task Force, comprised of a diverse group of USDA leadership, and the team has begun meeting and developing a draft plan to reach the Secretary's goal.

PERFORMANCE OBJECTIVE: 6.1 Secretary's Commitment:

Took affirmative steps to implement each of the areas illustrated by the Secretary.

GOAL INDICATOR: 6.1 (a) Implementation of the Secretary's Commitment:

The Secretary's commitment of a successful transformation includes:

1. An inclusive workplace environment where there is equity of opportunity and all employees are empowered to reach their full potential;
2. Modernization of technology and systems that will enable us to provide the highest level of service;
3. Improving USDA's past and future record of civil rights, including expanded outreach efforts to socially-disadvantaged farmers and ranchers;
4. Systems of accountability that encourage all employees to achieve high standards of performance and customer service; and
5. Creating diversity in the workforce and succession planning.

Agencies are required to submit portions of the Plan developed per recommendations issued by the Task Force and to provide a succinct narrative rationale with documented evidence as to the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 10

The Animal and Plant Health Inspection Service (APHIS) Cultural Transformation Action Plan for FY 2012 builds upon the Department's guidance, wherein the Cultural Transformation initiatives already undertaken and completed within APHIS have charted a strategic course toward Transformation. The Cultural Transformation Action Plan (CTAP) was developed using the template from our 2011 Cultural Transformation Action Plan and the USDA FY2012 CTAP, which included Leadership, Employee Development, Talent Management, Customer Focus and Community Outreach, Recruitment and Retention Process Improvement, Diversity Roadmap, Labor Relations Partnership. Some of the strategies listed above have been completed during APHIS' FY2011 CTAP and some continue to be ongoing and are included as an integral part of this year's plan. Additional strategies are included to address items where APHIS fell below 2% of the government-wide average based on the Employee Viewpoint Survey (EVS) as well as address specific questions that the Department requested that each agency respond to in their action plan.

This year's Cultural Transformation Action Plan includes the following eight initiatives:

- ✓ Diversity Roadmap;
- ✓ Labor Relations Partnerships;
- ✓ Process Improvement;
- ✓ Leadership Development;
- ✓ Employee Development;
- ✓ Talent Management;
- ✓ Communications; and

✓ Hiring Reform

We update the APHIS report monthly in accordance with these initiatives and report the details on any ongoing action strategies and accomplishments during FY 2012.

We are in unprecedented economic times and APHIS has been very fortunate over the years to have the funding available to implement unique strategies to ensure mission accomplishment. Now it has become a business necessity to transform our culture because the incentives of the past will not work to attract and retain the best and brightest in today's economic climate. In order to be an "Employer of Choice," we can no longer afford the cost of just looking at Cultural Transformation, Diversity and Inclusion as a nice thing to do. It is now a business necessity in order to attain and accomplish our mission with even less resources. Secretary Vilsack has laid out the vision of having a high performing organization that values Diversity and Inclusion, and within APHIS we are poised to carry this vision forward.

To carry out this vision, APHIS has established an Office of Diversity and Inclusion, which will be responsible for developing the strategic and implementation plan(s) for creating and sustaining:

- An inclusive workplace environment where there is equity of opportunity and all employees are empowered to reach their full potential;
- Modernization of technology and systems that will enable us to provide the highest level of service;
- A commitment by APHIS employees to improving the Department's past and future record of civil rights, including expanded outreach efforts to socially-disadvantaged farmers and ranchers;
- Systems of accountability that encourage all employees to achieve high standards of performance and customer service; and
- A renewed commitment to creating diversity in the workforce and succession planning.

For FY-2012 APHIS is providing skill building training for all APHIS Leaders, Managers and Supervisors. This training is based on best practices and recommendations of diversity and inclusion practitioners and the feedback from post Cultural Transformation Awareness Training surveys last year, where employees have requested that supervisors and managers receive skill based training for this diversity and inclusion initiative.

The APHIS commitment to improve its past and future record of civil rights includes expanded its outreach efforts to socially-disadvantaged farmers and ranchers. This commitment is demonstrated by the following broad-based partnerships and funding commitments:

- Federation of Southern Cooperatives/Land Assistance Fund (\$150,000) The Federation of Southern Cooperatives/Land Assistance Fund is a non-profit 501 (c) (3) community based organization. The Federation's programs include land retention, cooperative development, marketing, outreach, technical assistance, research, and training. They work primarily with Socially Disadvantage Farmers and Ranchers, in the black Belt Region (13 states in the southern region) of the United States. The Federation is assisting APHIS in conducting regulatory review and outreach to socially disadvantaged farmers and ranchers.
- Rural Coalition/Coalición (\$90,000) The Rural Coalition is an alliance of regionally and culturally diverse organizations working to build a more just and sustainable food system to: bring fair returns to minority and other small farmers and rural communities; ensure just and fair working conditions for farm workers; Protect the environment; and deliver safe and health food to consumers. APHIS will enter into a cooperative agreement with the Coalition for assistance in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review. The Rural Coalition will enter into subcontracts with the National Latino Farmers and Ranchers and Trade Association and National American Hmong Inc. to assist APHIS in conducting outreach to small socially disadvantaged farmers

and ranchers and regulatory review.

- National Latino Farmers and Ranchers Trade Association (NLFRTA) (Washington, DC) (\$45,000) NLFRTAT engages and empowers Latino/Hispanic farmer advocacy groups throughout the United States and beyond to protect and promote sustainable farm policy issues for quality and safe food systems for the future. APHIS will enter into a cooperative agreement with the Coalition who serves and the fiscal agent for NLFTRTAT to subcontract with NLFTRTAT to provide assistance in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.
- National Hmong American Farmers, Inc. (Fresno, California) (\$45,000) The National Hmong American Farmers, Inc. assists Hmong farmers with business and farming skills. NHAF's mission is to promote better health and economic welfare in the Hmong Community. NHAF delivers effective and culturally appropriate programs to meet the needs of the Hmong Community. NHAF also seeks to empower the Hmong to make systematic changes in their health and lives. In doing so, NHAF is committed to: a) Preserving health education, leadership training, and participation in events and issues, which affect the daily lives of community members 2) Providing viable social and economic development programs that will help sustain the community and lead to self-sufficiency, and 3) Being recognized as a provider of effective changes. APHIS will enter into a cooperative agreement with the Rural Coalition who will subcontract with the National Hmong American Farmers, Inc. to assist in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.
- University of Arkansas at Pine Bluff Outreach (\$50,000) The University of Arkansas at Pine Bluff is a comprehensive 1890 Land-Grant institution that provides open door liberal and professional education. APHIS will enter into a cooperative agreement with the Coalition for assistance in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.
- Florida A&M University Outreach (\$50,000) Florida A&M University (FAMU) has a long and effective track record of coordination, collaboration and program implementation that supports underserved and limited resource and socially disadvantaged farmers and ranchers. FAMU's mission is to provide comprehensive support to limited and underserved clientele. APHIS will enter into a cooperative agreement with the Coalition for assistance in conducting outreach to small socially disadvantaged farmers and ranchers and regulatory review.

GOAL: 7. Implementation of the Secretary's Commitment to Diversity:

This goal is pursuant to the Secretary's directive for a USDA cultural transformation as ONE USDA. In order to reach the Secretary's goal of expanding diversity in the Department, the Office of Human Resources Management developed a Diversity Road Map¹ comprised of six (6) components: 1) Leadership Accountability and Commitment; 2) Outreach and Partnership; 3) Recruiting and Hiring, 4) Retention and Promotion; 5) Diversity Training and Awareness; and 6) Employee Development and Recognition. In addition, the Secretary appointed seven Mission Area and three Staff Office Diversity Officers to lead the transformation of diversity within USDA.

PERFORMANCE OBJECTIVE: 7.1 Agency's Commitment to Diversity:

Took affirmative steps to implement each of the six (6) component areas illustrated by the Diversity Road Map and ensured that goals and timelines are accomplished accordingly.

GOAL INDICATOR: 7.1 (a) Implementation of the Diversity Road Map to meet all requirements and timelines:

USDA's Diversity Road Map has specific goals, activities, and timelines, organized around the following (6) components:

1. Leadership Accountability and Commitment
2. Outreach and Partnership
3. Recruitment and Hiring
4. Retention and Promotion
5. Diversity Training and Awareness
6. Employee Development and Recognition

Agencies must provide a succinct narrative rationale with documented evidence as to how the Agency determined its self-assessed point value and how the goals and objectives were implemented and accomplished.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 6

1. Leadership Accountability and Commitment

In support of the Secretary's initiative for Cultural Transformation, each MRP SES member has a performance plan in place with a mandatory critical Civil Rights element designed to measure the executive's success in meeting USDA civil rights strategic goals. Each plan includes specific performance measures that have been implemented to ensure that executives are successful in the enforcement of civil rights laws, rules, regulations and meeting agency and USDA civil rights goals and objectives. In addition, executive leadership is focused on, and held accountable for, ensuring subordinate supervisors/managers are in compliance and successful in meeting these goals and objectives. The implementation of this critical element further reinforced executive leadership commitment to recruiting, hiring, retaining and promoting a highly diverse and qualified workforce.

In accordance with the requirements of the Diversity Roadmap, APHIS has maintained a Diversity Ambassador at the Executive Level. This individual operates in an oversight capacity to ensure that the organization takes the

¹ Reference U.S. Department of Agriculture FY 2011-2012 Diversity Road Map, Memorandum dated November 15, 2010, Karen A. Messmore, Director, Office of Human Resources Management

steps necessary to support the Department's cultural transformation efforts. In addition to establishing this position, 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

This past year workforce profiles were updated and provided to each program within APHIS. The updates reflect the demographic makeup of each program and include information on under-representation and hiring goals for the Agency. These profiles enhance on-going efforts to support the Secretary's Cultural Transformation initiative by ensuring that managers have the information necessary to meet new performance accountability standards addressing issues such as diversity in hiring, promoting, retaining and developing a diversified workforce. Human Resources members collaborate with managers to provide collective input on agency workforce recruitment and retention efforts, which are reported to the Department on a monthly basis.

APHIS also reports quarterly on Professional Development, Attrition, Accession, Rewards, Retention and Disciplinary (PAARRD) actions, and reports on new hires on a pay period basis. This includes reviewing and analyzing diversity and disability demographics, and veterans hiring activity. This type of data assists offices and hiring managers by monitoring the agencies progress in areas of under-representation and government-wide and agency goals so that recruitment efforts can be targeted. To date APHIS' FY 12 veteran hire rate is 13.2%. In addition, the agency continues to work toward its goal of hiring individuals with targeted disabilities. To date, three individuals in this category and an additional forty-eight individuals with other reported disabilities have been hired by APHIS. While FY 12 hiring numbers are lower than in previous years, the rate of representation in both categories has risen in each of the last three years.

APHIS hiring processes support the effort to attract diverse applicant pools. For example, throughout the Agency new hires must be approved at the Regional Director level or above. This requirement raises the visibility, importance, and accountability of each hiring event, and ensures that program and support personnel will recruit from as broad a cross section of the civilian labor force as possible. In support of this requirement, the organization maintains operating procedures that bring targeted recruitment efforts into play at the onset of the hiring process rather than when scheduled recruitment events happen to be occurring. The goal of this effort is to ensure the optimization of agency recruitment activity, thereby improving the organization's success in attracting a greater number of diverse applicants to its varied occupations.

2. Outreach and Partnership

During FY12, Human Resources has been engaged and committed to continuing its efforts to create awareness among diverse organizations, looking for potential candidates to join the agency and contribute to its success now and in the future. We participated in various recruitment and outreach events targeting diverse audiences and candidates entering the workforce or already part of the workforce. The following are the outreach efforts accomplished to date:

- Thurgood Marshall College Fund Leadership & Recruitment Conference October 21 – October 24, 2011 New York, NY. This year, APHIS has selected a total of 35 Thurgood Marshall Scholars to intern with the various programs across the nation.
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- 5th Annual Historically Black Colleges & Universities Career Development Marketplace November 9 – 10, 2011
- American Indian Science & Engineering Society (AISES) Conference November 10 – 12, 2011 Minneapolis, MN
- RecruitMilitary, February 23, 2012, Washington, DC
- Wounded Warrior Project Seminar, February 29, 2012 Fort Belvoir, MD
- Minorities in Agriculture & Natural Resource Related Sciences (MANRRS)- Attended by VS March 29 – 31, 2012 Atlanta, GA
- League of United Latin American Citizens (LULAC) National Convention & Exposition June 25 – 30, 2012 Orlando, FL

Upcoming Events:

- Fort Meade Career Fair, Fort Meade Maryland, September 12, 2012

Veterans Outreach

In addition to the above, the HR Veterans' Employment Emphasis Coordinator (VEEC) actively collaborated with organizations and individuals at the Federal, State, County, and non-governmental levels. The partnerships were generated and are sustained with the broad goals of increasing awareness, access to, and employment within Marketing and Regulatory Programs (MRP). Program Managers and Human Resources Staff regularly refer positions to the VEEC with the intent to hire Veterans and Schedule A (disability) eligible candidates for noncompetitive job placement. Positions are advertised directly to Department of Veterans Affairs, Vocational Rehabilitation and Employment (VR&E) Officers and Employment Coordinators, County Veteran Service Officers, and other partners to notify, consult with, and ultimately refer eligible and qualified candidates for consideration by hiring management. Through this direct outreach, MRP has been able to recruit for positions ranging from WG-3 up to GS-13 during the current fiscal year. In addition to positions being directly recruited, the VEEC conducts outreach efforts on a weekly basis to notify Veteran organizations nationwide of positions advertised on USAJOBS. This is done at the request of hiring managers.

APHIS Human Resources has collaborated with Departmental Management on a weekly basis to advertise available positions, seek outreach assistance, and generate awareness on behalf of Veterans hiring initiatives. Through this partnering, APHIS and the Department were able to realize a memorandum of understanding (MOU) with the Department of Veterans Affairs whereby the VR&E's Non-Paid Work Experience (NPWE) program was formally introduced to Agency Management through participation in monthly meetings and via an article in the MRP 'HR Broadcast.'

Outreach to Individuals with Disabilities

For the Disability Employment Program, the following actions and events highlight the agencies efforts and participation during the past fiscal year:

- Collaborated with Employment Networks and Vocational Rehabilitation Agencies (VRAs) and Employment Networks (EN) nationwide to increase participation rates of SSI beneficiaries in Agency recruitment activities and programs.
- Disseminated job opportunity announcements to stakeholders and partners in the disability community to attract talent
- Participated in stakeholder education/engagement events specific to disability-serving constituencies (Deputy Director, Operations and Policy and Branch Chief, HR Operations attended an all-day event on June 19, 2012 sponsored by the Federal, State, and Business Perspectives on Employer Engagement at the MnDOT Training Center in Arden Hills, MN. The focus of the event was an in-depth discussion on partnering with the vocational rehabilitation community nationwide to increase employment rates for individuals with disabilities.)
- Broadened the geographical focus/networks for the APHIS/Social Security Administration's Ticket-to-Work pilot.
- Coordinated with strategic Agency partners (OCRDI, Reasonable Accommodations, APHIS program officials, and others) to increase stakeholder awareness and responsiveness to strategic goals and initiatives. This is accomplished through 1) monthly conference calls and 2) regular discussions on trend analysis, including the hiring and separation rates of individuals/employees with disabilities to determine if APHIS programs are progressing toward stated employment goals.

3. Recruitment and Hiring

Human Resources appointed a Veterans Employment Emphasis Coordinator (VEEC) who represents HR in communications with hiring managers, outside partners, and direct contacts with Veteran applicants. The role of the VEEC is to coordinate and facilitate awareness and hiring activities between hiring managers, HR Staff, outside Veterans organizations, and the Veteran population directly. In addition, the HR VEEC participates in monthly meetings with APHIS HR and OCRDI to share best practices, resources and effective outreach strategies.

The Non-Paid Work Experience Program (NPWE) has been marketed to Program Managers and a number of veterans are working in the Agency under this program. The VR & E Service provides effective vocational rehabilitation services to veterans with service-connected disabilities. In addition to partnering with the VA, outreach has consistently included collaboration with the APHIS Disability Employment Program Manager to leverage the contacts within the commonalities of the Veterans and Schedule A audience. Ongoing partnerships between APHIS and the VA have been developed and continue to expand as awareness increases; the program was introduced to APHIS at the turn of the calendar year and has been a great tool to aid in hiring Veterans and meeting the intent of Executive Orders and Agency hiring initiatives.

Over the past year, APHIS Human Resources has actively engaged with the local Vocational Rehabilitation Services (VRS) organization to hire and include in the workforce numerous employees with disabilities who have seamlessly integrated into various departments and workgroups with outstanding results. Recently, the Deputy Director and Branch Chief of the HR operations staff were invited to a roundtable discussion by VRS on June 19th, 2012, where they were recognized for the outstanding contributions of the organization in being a leader in hiring employees with disabilities. Also under the Disability Employment Program initiatives, the following were part of the agency involvement and efforts:

- Utilized the WRP database to recruit and hire students with disabilities for student internships in the Spring of 2012 and meeting Agency's strategic hiring goal for students with disabilities
- Maintained an internal database of TCUs, Hispanic-Serving Institutions, AAPI institutions and organizations, HBCUs, 1890 Program Managers, colleges and universities with a large constituency of students with disabilities, SVRAs, veteran's organizations and disability advocacy groups and related organizations to attract and hire diverse students with reportable and targeted disabilities.
- Attended career fairs targeting veterans and individuals with disabilities

4. Retention and Promotion

Retention and promotion of employees remains a priority for the agency and each effort to involve and engage employees in their career goals and paths by supervisors finds there are a number of employees wishing to remain with APHIS and who want to continue their contribution to the continued success of the Agency. Other efforts underway to promote and retain employees include:

- Coordinating Agency requests for reassignment through reasonable accommodation with the Reasonable Accommodation (RA) staff to minimize adverse impacts and to mitigate possible departure of employees with disabilities.
- Ensuring that employees with disabilities who need IT accommodations receive those accommodations quickly. The HR, Reasonable Accommodations staff and the Information Technology staff partnered to advance this effort and an ongoing point of contact was established within IT to expedite referrals when an accommodation situation arises, since accommodation is critical to employee retention. The RA staff has resolved and closed 61 cases thus far this fiscal year.
- Participating on an agency Workers Compensation process improvement team. The team was established to evaluate the Agency's OWCP procedures and to recommend potential solutions to the APHIS Management Team (AMT) regarding re-employment options for employees on OWCP.

5. Diversity Training and Awareness

The initial step in the APHIS Cultural Transformation Process is to provide awareness training (Classroom/Online) to all employees on diversity and inclusion 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. The classroom training was limited 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 Reasonable Accommodations staff has conducted training for employees on Medical Record Confidentiality and Hidden Disabilities. For example, overviews of the Reasonable Accommodation (RA) Program were provided to supervisors. In addition, the staff has attended outreach events for Plant Protection and Quarantine (PPQ), Policy and Program Development (PPD), International Services (IS), Wildlife Services (WS), and Veterinary Services (VS) to make employees and supervisors aware of RA services. Finally, the RA staff presented two workshops for Civil Rights, RA, and selective placement coordinators at a government-wide conference sponsored by USDA. Topics covered included the use of special hiring authorities and providing effective and appropriate accommodation.

6. Employee Development and Recognition

The following annotated list of the informational tools, leadership seminars, training programs, services and activities represent the commitment of APHIS leadership to providing meaningful and effective developmental experiences and training opportunities to employees at all levels of the organization.

APHIS Leadership Roadmap - The Leadership Roadmap identifies the key competencies necessary for success at each level of leadership as well as illustrates how leadership is developed in APHIS. By reviewing the roadmap, leaders will learn where they need to focus their attention and learning in their current position and what they need to work on to prepare for further advancing in their careers. It was recently updated to include and reflect all leadership development programs and learning activities. The updated issuance on the APHIS training policy for supervisors, managers and executives is targeted to be issued in final by late July. This includes the guidance on the 24 hour training requirement for experienced supervisors and managers.

Fundamentals of APHIS Human Resources Management (FAHRM) - This course has been redesigned to incorporate curriculum requirements on Situational Frontline Leadership and Mentoring. FAHRM is APHIS' premiere leadership program for its probationary supervisors and is intended to build competencies early in a supervisor's career in human resources management, accountability, conflict management, leveraging diversity, and developing others. The addition of Situational Frontline Leadership will focus on building skills that positively impact employee performance and employee engagement. All FAHRM participants are required to engage with a mentor of their choice. Additional updates to the FAHRM curriculum include hiring reform and flexibilities in addition to the performance management cycle.

Supervisory Training - The APHIS Administrator recently distributed a memorandum on the development of APHIS supervisors and managers as part of the need for continual education and reinforcement of that continuing education. The memo asked for supervisors, managers and executives to invest in 24 hours of continual learning annually as an integral part of the work as APHIS leaders. The guidance outlined many options for fulfilling the requirements beyond formal classroom training. As a result, Four Disciplines of Execution by Stephen Covey was added in FY2012. The Four Disciplines of Execution helps reinforce the critical role of the leader in the execution process. Participants developed a draft of Wildly Important Goals (WIGs), measures, and scoreboards for their teams. They also prepared to sponsor their own Team Work Session by drafting a WIG Session plan to drive accountability for the measures. Participants learned to identify the few critical, difference-making goals in the organization, focus relentlessly on the key leading indicators of goal achievement, moderate progress toward goal achievement through compelling scoreboards, ensure goal achievement through a proven accountability process, and institutionalize The Four Disciplines of Execution throughout the organization for sustained performance and breakthrough results. Twenty participants attended the course. This offering is now available to teams by request.

The Strategic Leadership program will also be introduced in FY2012 and focuses on the development of strategic thinking and influencing/negotiating. This is an experienced supervisor/executive level leadership

program intended to improve the capabilities of current as well as future executives to efficiently and effectively position APHIS for future success. The pilot offering is scheduled for July 2012. Participants will learn to develop the capability of current and future APHIS executives to create a long-term vision of success within the scope of their responsibility, how to formulate and align objectives and priorities with long-term organizational direction, learn a language, tools and methods for recognizing the ramifications and tradeoffs of potential actions in addressing complex organizational issues, and enhance and build on the skills necessary to positively influence others from an executive level position.

SES Forums - SES Forums provide an opportunity for SES members to hear from prominent scholars and authors who share cutting edge knowledge on topics such as leading in a time of uncertainty, getting things done in government and facing the organization's toughest challenges. These 3-hour sessions contain a Q & A component that enables attendees to receive suggestions and ideas about how to apply the material to their specific situations. MRP has increased its subscription to 15; this allows for greater accessibility to a larger group of executives. To date, 49 executives have attended the forums.

Leadership Series Seminars (LSS) - As APHIS continues to embrace Cultural Transformation, the Agency has offered seminars designed to help 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 to address current leadership initiatives and challenges. For example:

Building, Maintaining and Repairing Trust - Fourteen employees were present between two initial sessions offered for this seminar. Participants were engaged in the topic, had insightful things to say about the importance of trust and leadership. Feedback received was very positive especially with regard to content learned adding value to daily work. The seminar objectives were to:

- Address the concerns of APHIS employees regarding trust that were uncovered in the Employee Viewpoint Survey and focus groups held throughout APHIS;
- Provide direct support to the cultural transformation initiative;
- 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; and
- Provide a process for participants to build, maintain and repair trust in their working relationships.

Requests, Offers, and Promises – This is a new course that expands from the Building, Maintaining, and Repairing Trust offering. This course taught participants to improve communication and get better results by offering clearer requests, more compelling offers, and impeccable promises. Through requests we can get what we need; making offers allows us to do work that we want to do; fulfilling promises not only enables us to finish work, it is how we build trust and is the basis for our reputation with others. In times of change, communication helps to get important things taken care of, as well as needs met.

Conversations That Matter – Conversations that Matter is a new offering based on client requests to have more opportunities where leaders at all levels can talk amongst themselves about a variety of topics. The approach to these sessions is a World Café Style which used an informal conversational format. The first Conversation That Matters topic was accountability. Participants were asked several questions – What does it mean for an individual to be accountable? What does it mean for a manager to be accountable? How does the organization address the need to be accountable? By looking at accountability from a variety of perspectives, participants gained insight on how they can contribute and expect others in their team to contribute. This event was held in Riverdale, MD and virtually.

Team Building - Team Building sessions are typically 1-3 days in length and focus on clarifying a team's purpose and direction, roles and responsibilities, procedures and practices as well as collaboration and relationships. Initial interviews with team members help identify the team's strengths and areas they need to improve. This information helps in customizing a design that meets the particular needs of the team. This year there have been nine team building sessions.

Coaching - APHIS provides a variety of coaching services, all with the objective to help individuals achieve a new level of excellence! Who might benefit from this type of one-on-one development opportunity? The target audiences for executive coaching within APHIS are: talented management who are candidates in succession planning; technically proficient individuals who are looking for ways promote and gain acceptance for their ideas; managers new to the Agency, organization, and or position; established leaders who are looking for ways to engage employees in change and transition that are occurring within their organization; existing employees who are interested in reinvigorating their perspective on organizational change; and strategic thinkers who want to plot new initiatives for their department or organization. The variety of services was developed with specific objectives in mind:

Situational Coaching - APHIS provides executive coaching support with individuals who seek to deepen an awareness of the vital traits that are required for them to be successful. As the name implies, this is generally "just in time" and can be as short as a simple phone call. To date, we have 75 instances of situational coaching.

Transitional Coaching - APHIS engages all new GS14s, 15s, SES members within the first 2 weeks of a transition to a new role to offer coaching and support surrounding the specific issues inherent in taking on a new position. This can also include an organizational briefing and/or a Leadership Transition Workshop. To date, we have 44 instances of transitional coaching.

Internal Coaching – APHIS has developed a cadre of Internal Leader Coaches who are available for coach relationships with other APHIS leaders. These six-month long engagements are ideal for the leader who really wants to gain insight into developing competencies in the context of the APHIS culture.

Group Coaching – *Pilot*. The purpose of group coaching is to provide the participants the opportunity to experience one on one coaching within a group context. In this environment, individuals learn from their own coaching, as well as the coaching of others in the group.

External Coaching - Leadership coaching through external contractual agreements where ESLS will match leaders with professional coaches which will enable them to maximize the developmental and business opportunities before them. Executive coaching is for one full year and is effective for long-term change and complex challenges and opportunities.

External Concentrated Coaching – Concentrated Coaching is 10 hours of coaching focused on a particular topic of interest and can be a great way to understand the value of coaching. This can transition into an Executive Coaching engagement.

Leadership Transitions – APHIS provides new leaders (first line supervisors and above) with a forum for direct open, facilitated conversation with their staff. Leadership Transition sessions create a forum for asking questions, discussing important issues, priorities and experiences, as well as develop action steps for the whole team to commit to and follow up on. This opportunity often helps untangle miscommunication and misinformation to set forth a shared understanding.

Mentoring - In addition to coaching services, APHIS maintains a Mentoring Program available to all employees. The APHIS Mentoring philosophy rests on trust, encouragement, and targeted competency development. A

mentor provides guidance and opportunities for learning and professional growth to a mentee. The pair meets periodically to share knowledge and experiences. Mentoring relationships vary according to the needs and interests of the participants. The relationship between the mentor and mentee requires time, commitment, clear plans of action, and established goals. Currently there are approximately 200 individuals (including both mentors and mentees) actively participating in the mentoring program. Participation in the mentoring is required for all probationary supervisors, and participants in the Agency's Basic and Intermediate Leadership Development Programs. The APHIS Mentoring Program Goals are to:

- Expand employee knowledge, skills, and abilities, and broaden their understanding of APHIS and its mission;
- Develop and prepare a diverse, high performing workforce;
- Provide a vehicle for employee professional and personal growth;
- Encourage development of career plans and goals.

360-Degree Assessment – The APHIS 360-Degree Assessment is a developmental tool that, when used correctly, can help individuals develop and strengthen their leadership skills and positively impact their organization. The 360-Degree Assessment is based on feedback from multiple sources, and gathers information about a person's leadership competencies as seen through the eyes of their boss, peers, direct reports, and customers, as well as their own self-assessment. APHIS training policy (Directive 4315.1) requires that all probationary supervisors, managers and executives start the 360 assessment process six months after starting their probationary period. Experienced supervisors, managers and executives are required to take the assessment every five years. Participants in the APHIS Advanced Leadership Development Programs take the assessment as one component of the program and then use the information gleaned to create developmental plans. Facilitated one-on-one feedback sessions with customers to share the 360 report and discuss implications for developmental planning.

Basic Leadership Development Program (BLDP) – The BLDP has been revised to include a variety of assessments that focus on leveraging individuals' strengths and identifying areas for professional improvement. The BLDP 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.

Intermediate Leadership Development Program (ILDLP) - The Intermediate Leadership Development Program (ILDLP) is a key component to ensure that APHIS has qualified staff to help it accomplish its mission and goals in the coming years. APHIS recently converted this curriculum to a web based format designed to increase employee access while reducing the travel costs associated with the program. The ILDP consists of a completely virtual curriculum, a shadow assignment, and mentoring. 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) – Leadership Development for Project/Program Managers 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.

Similar to the ILDP, participation in the LDPM is competitive.

Advanced Leadership Development Program (ALDP) - 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. This program is also competitive.

APHIS International Training Program (AITP) – 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.

Administrative Career Development Services (ACDS) – The new program was launched and offers entry level clerical GS-4 and GS-5 administrative support personnel and their supervisor's custom curriculum design services intended to expand the basic administrative support skill set.

Communication and Managing Up – Open to employees at all grade levels, the purpose of this course is to:

- Enhance participants' interpersonal communication skills
- Provide critical elements needed to foster teamwork
- Learn effective conflict management styles in order to turn challenging situations into win-win experiences

Participants learn skills needed to support their leaders by making sound decisions that lead to positive results.

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, one 2-day in-class program was offered as well as three classes conducted virtually.

Situational Self Leadership Training - This 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 year, three 2-day in class programs were offered as well as three classes conducted virtually.

The MBTI Application Series – The Myers-Briggs Type Indicator (MBTI) is a widely used instrument within APHIS for leadership transitions, team building, management & leadership training, coaching, and individual development. The MBTI instrument is valuable for helping people increase their self-understanding and interact more effectively with others. This series of webinars called "The MBTI Application Series" were created to help individuals apply personality preferences to various aspects of their work. Topics included:

Type & Change - This session will create an understanding of how self-awareness using your MBTI personality preference can help you cope and manage during times of transition and change. When people are able to operate out of their natural preferences, they tend to feel most comfortable and competent. We also develop skills and behaviors in non-preferred areas and use those skills when asked to perform new tasks or take on new roles. This type of understanding can be very helpful to apply in these changing times.

Type & Leadership – This session will provide insight into how your MBTI personality preference can help you develop and adapt your leadership style to meet the variety of situations and challenges we face. When people can identify and develop their least preferred functions, they are better prepared to respond in ways that enhance their success.

Type & Coaching – This session looks at developmental needs through the lens of type. This session can be useful to someone who is involved in coaching others and a source of information for those being coached.

Type & Communication – This session introduces successful business and personal interactions and good communication. You communicate with others every day on many levels. However, you may not always take time to analyze how your natural ways of interacting affect others. Understanding, appreciating, and accommodating individual differences in communication style using the MBTI Type Indicator can enhance your ability to communicate.

Type & Conflict - In this webinar, type awareness (MBTI Type Indicator) and how the sixteen different personality types tend to present themselves in a conflict was presented. With this knowledge, we can better strategize how to approach conflict, communicate when in conflict with others, and resolve conflict situations.

Crucial Conversations - Tools for Talking When the Stakes Are High – Participants learn vital skills that enable them to create conditions where they and others can speak with complete candor (no matter the topic) and with complete respect (no matter the person or their position). Throughout the training employees have the opportunity to apply Crucial Conversations principles and skills to real life challenges they may be facing. This program supports the Secretary's Cultural Transformation initiative for creating a respectful working environment. It also enhances the development of conflict management, influencing/negotiating, and oral communication. This course was offered as a consecutive 2-day course and a "spaced learning opportunity" (four half-days over four weeks).

In addition to the training programs and services listed above, in FY 12 APHIS has undertaken the following activities to refine and enhance its employee recognition systems:

Awards & Recognition Directive – APHIS developed and implemented an Awards and Recognition Directive and distributed the document to all employees via e-mail and several agency web sites. The purpose of the Directive is to:

- Increase transparency of the awards process by conveying the new Departmental Regulation on Awards and Recognition and state the agencies' policy of aligning with it,

- Document approval authorities for awards, and
- Supplement the Departmental Regulation with clarifying language and operational guidance (tools for quality checks of award documents, samples, etc.).

The Directive was developed by a team of representatives from across program areas, received union input and review during the process.

Agency recognition program – APHIS piloted and is implementing two new agency-wide recognition programs. APHIS Administrator's Awards provide Agency-level recognition to distinguished individuals and groups who have made outstanding contributions that support APHIS' and USDA's missions and goals. Supervisor of the Year Awards recognize the outstanding contributions of supervisors at all grade levels who demonstrate the behaviors and accomplishments that are critical for employee development, organizational performance, and for achieving the organization's mission and goals through its employees. Each program gives a Supervisor of the Year award annually, with one APHIS award given to the program recipient that has distinguished him/herself with exceptional leadership and management accomplishments.

Ongoing recognition opportunities – APHIS publicizes and coordinates nominations for other recognition opportunities throughout the year, such as the Secretary's Honor Awards, President's Volunteer Service Awards, and Unsung Heroes Awards. These recognition opportunities are generally open to all employees.

GOAL: 8. Establishment and Implementation of a Special Emphasis Program to Expand Diversity:

Developed and implemented a Special Emphasis Program (SEP) in accordance with the intent and purpose of 29 C.F.R. Part 1614.102

("Agency program"), and DR 4230.002, "Special Emphasis Program" (June 4, 2009). The Agency is required to further develop and conduct a Special Emphasis Assessment Plan to evaluate and measure the effectiveness of the Agency's efforts to expand and achieve diversity in the workforce.

PERFORMANCE OBJECTIVE: 8.1 Agency's Commitment:

Took affirmative steps to develop and implement an Agency SEP in accordance with DR 4230.002, "Special Emphasis Program" (June 4, 2009). The Agency adhered to the EEO laws and valued diversity to ensure that the Agency develops a talented and committed workforce that can accomplish the mission effectively and efficiently.

GOAL INDICATOR: 8.1 (a) Implementation of SEP Program:

The Agency provided written and documented evidence as to how it developed and implemented SEPs and appointed Special Emphasis Program Managers (SEPMs) for the following population groups:

African American;
American Indian/Alaska Native;
Asian American/Pacific Islander;
Persons with Disabilities;
Lesbian, Gay, Bisexual, and Transgendered (LGBT);
Hispanic;
Veterans; and
Women
SEPs are characteristic of the following:

An extension of management;
Representative of a constituent group;
Participated in all aspects of the Agency's Equal Employment Opportunity Affirmative Programs;
Involved in the Agency's recruitment and hiring initiatives and efforts; and
Monitors the Agency's employment and advancement opportunities.

Overall, SEPs address the unique concerns of the constituent groups. The measure of an effective SEP is indicative of the results achieved toward the Agency's civil rights program objectives.

The roles of the SEPM involve those of both the manager and the advisor/coordinator.

The role of the SEPM includes the following:

Informs management of their responsibilities to the SEP;
Stays aware of the statutes, laws, regulations, and directives governing EEO;
Understands the organization's mission and personnel management system;
Identifies barriers to employment and advancement; and
Delegates program responsibilities to other responsible officials.

The role of SEP advisor/coordinator includes the following:

Serves as an advisor to both management and the workforce;
Recommends solutions to employment and advancement issues;
Serves as a referral agent for different sources of information;
Coordinates with the EEO, Human Resources, Diversity Program Office, and other SEPMs on activities;
Cultivates relationships with key offices, organizations, and people; and

GOAL INDICATOR: 8.1 (a) Implementation of SEP Program (continued):

Recognizes organizations for their contributions to EEO programs.

Agencies must provide a succinct narrative rationale with documented evidence as to how the self-assessed point value was determined and how they met the intent and purpose of DR 4230-002, "Special Emphasis Program" (June 4, 2009).

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

APHIS Special Emphasis Programs were established to assist in assuring that equal opportunity is present in all aspects of employment and that proper action is being taken to identify and eliminate barriers for equal employment and program and program delivery activities.

Roles and Responsibilities include:

- To identify and assist in removing discriminatory practices and procedures and other barriers to ensure equal opportunity of all employment and program delivery activities;
- To initiate and conduct programs and other activities to increase the representation of women, men, minorities and persons with disabilities where these groups are under-represented. Programs and other activities include outreach endeavors, a comprehensive public notification system, effective monitoring and evaluation system, special observances and educational, awareness activities;
- To improve the composition of the workforce and continually improve hiring, retention, and promote advancement opportunities for all qualified individuals that would result in a diverse workforce;
- To utilize the knowledge, skills, and abilities of all qualified individuals to include participation on boards, committees, work groups, upward mobility programs, special projects, details, temporary promotions and career enhancing opportunities;
- To provide an effective channel of communication to management, regarding equal employment; and to focus on customer service and expand the customer base to include all qualified individuals and entities; and
- To focus on customer services and expand the customer bases to include all qualified individuals and entities.

An important goal of Special Emphasis Programs is to eliminate discriminatory practices, insure that the targeted group is appropriately represented throughout the workforce and to sponsor educational activities designed to enhance diversity awareness.

The Animal Plant Health Inspection Service (APHIS) is in accordance with the Departmental Regulation DR-4230.002, Special Emphasis Program- dated June 4, 2009. APHIS has a total of 8 National Special Emphasis Program Managers (SEPMs) that communicate with their specific program managers nation-wide. The Nationals are listed as follows:

Terry Henson	African American Program
Sophia Kirby	American Indian/Alaska Native Program
Beatrice Jacobs	Asian American Pacific Islander Program
Sophia Kirby	Disability Employment Program
Sophia Kirby	Lesbian, Gay, Bi-Sexual and Transgender (LGBT) Program
Sophia Kirby	Hispanic Employment Program
Christopher Filmore	Veteran's Emphasis Program
Tanika Greene	Federal Women's Program

All National SEPMS received official training from the Graduate School – Managing a Special Emphasis Program.

The National SEPMS receive guidance and direction from the Departmental SEPMS and meet with them on a regular basis to discuss relative issues, barriers, plan educational observances and also to distribute information to specific SEPMS in the designated program areas nation-wide.

In addition to the 8 National SEPMS, APHIS has a total of 19 EEO Advisory Committees which consist of the following programs:

Headquarters

- Animal Care
- Wildlife Services
- Policy and Program Development
- Marketing and Regulatory Programs – Business Services
- Biotechnology and Regulatory Services
- International Services
- Legislative and Public Affairs
- Veterinary Services
- Plant Protection and Quarantine

For our two largest programs Veterinary Services and Plant Protection and Quarantine, the Agency established National Civil Rights Leadership Committees (NCRLC). These committees provide assistance to the management officials in implementing the programs civil rights goals and objectives. The chairpersons for NCRLC are responsible for providing leadership, direction and guidance to the regional and headquarters committees regarding the Departmental and Agency policy and initiatives within the program areas.

Field

Veterinary Services:

- Veterinary Services National Civil Rights Leadership Comm.
- Eastern Region EEO Advisory Comm.
- Western Region EEO Advisory Comm.
- National Veterinary Services Laboratories/Center for Veterinary Biologics EEO Advisory Comm.
- Center for Epidemiology and Animal Health EEO Advisory Comm.

Field

Plant Protection and Quarantine:

- Plant Protection and Quarantine National Civil Rights Leadership Comm.
- Eastern Region EEO Advisory Comm.
- Western Region EEO Advisory Comm.
- Center for Plant Health Sciences and Technology EEO Advisory Comm.
- Professional Development Center EEO Advisory Committee

Each EEO Advisory Committee can consist of a Chair, Vice-Chair, EEO Liaison, and the 8 SEPs mandated by DR 4230.002. Each committee is responsible for establishing a charter and a mission statement to meet the specific needs of their committee. Any employee may be appointed by a management official or apply to serve as a SEPM. Once appointed, the SEPM and the immediate supervisor should sign a MOU and submit to CREC.

The EEO Advisory Committees serve as links between management officials and employees and assist with the implementation of the program's civil rights goals and objectives. The committees communicate with the CREC staff at a minimum once a quarter, to discuss important and to issues a quarterly basis work closely with Civil Rights Enforcement and Compliance and use the APHIS Management Directive 715 Report as a work plan to eliminate and overcome identified barriers. The committees also review workforce profiles and data analysis of the program areas and work collectively with CREC/Human Resources to overcome under representation and barriers.

GOAL INDICATOR: 8.1 (b) Special Emphasis Assessment Plan:

The Agency/Staff Office(s) provided written and documented evidence as to how they developed and conducted a Special Emphasis Assessment Plan to evaluate and measure the effectiveness of the Agency's efforts to expand and achieve diversity in the workforce.

The Agency's Special Emphasis Assessment Plan should include written documentation that demonstrates, but is not limited to, the following:

I. Scope of the Assessment Plan

- A. Describe what has been done
- B. Describe what needs to be done
- C. Describe implementation process (i.e., How it is done.)
- D. Describe what resources are needed

II. Timeframe and Resources

- A. Identify allocation of time and funding
- B. Identify program's needs and develop planned actions to address needs

III. Conducting an Assessment Plan

- A. Utilization of statistics
 - 1. Determine under representation(s) by comparing agency workforce to the appropriate Civilian Labor Force table
 - 2. Compare/analyze workforce data, according to race, national origin and sex, and persons with disabilities
 - a. Obtain/analyze data on new hires, promotions, and training
 - b. Obtain /analyze data on awards, higher grade distribution, complaints
 - 3. Analyze available skills in local labor market or agency recruiting area

B. Utilization of other resources, such as:

- 1. Federal Equal Opportunity Recruitment Plan
- 2. Agency's Affirmative Program Plan and updates
- 3. Training data (e.g., compare and analyze percent of persons trained with percent of total employees in the workforce)
- 4. Complaints data
- 5. Human Resource Office or EEO evaluations
- 6. Personal contacts (e.g., recruiting, labor organizations, universities and colleges, etc.)

IV. Reporting

- A. Problems identified for population group(s) (e.g., recruitment, training, etc.)
- B. List sources and methods employed
- C. Finding and specifying problems grouped by category
- D. Summary of findings with recommendations and/or resolutions.

Agencies must provide a succinct narrative rationale with documented evidence as to how the self-assessed point value was determined.

AGENCY RESPONSE

Agency Self-Assessed Point Value: 3

The Special Emphasis Assessment Plan is developed in conjunction with the Agency's EEO State of the Agency Report and the individual EEO Program Status Reports. In FY 2012, the following deficiencies were found: The Agency's workforce was underrepresented by the following groups - Hispanic females, White females, Black males and females, Two or more Races females and persons with targeted disabilities.

Reports of Accomplishment

Currently in FY 2012, APHIS has hired a total of 549 employees. The breakdown is as follows: 59 (10.7%) HM, 23 (4.2%) HF, 270 (49.2%) WM, 100 (18.2%) WF, 19 (3.5%) BM, 28 (5.1%) BF, 12 (2.2%) AM, 15 (2.7%) AF, 8 (1.5%) NHOPI M, 3 (0.5%) NHOPI F, 1(0.2%) NAM, 1 (0.2%) NAF, 6 (1.1%) 2/More Races M, and 4 (0.7%) 2/More Races F.

In FY 2010, APHIS instituted a 3-Year hiring goal to increase the number of employees with a targeted disability by 10 employees each year for (FY 10 – FY 12). To date, APHIS has hired a total 7 individuals with a targeted disability in FY 2012.

Currently in FY 2012, APHIS has hired a total of 67 individuals with a reported disability.

APHIS has hired a total of 50 individuals with Veterans Preference.

CREC continues to partner with Human Resources to develop a database to collect resumes of applicants with disabilities as well as students applying for internships. The resumes are forwarded to the appropriate specialists and are kept on file to meet the needs of managers.

Vacancy announcements and targeted recruitment were conducted at the following organizations and institutions:

Historically Black Colleges and Universities

1862, 1890, and 1994 Land Grant Institutions

Hispanic Association of Colleges and Universities

Tribal Colleges and Universities

Thurgood Marshall College Fund

National Association of Equal Opportunity in Higher Education

Federal Asian Pacific American Council

Washington Internships for Native Students

APHIS also actively recruits through the Workforce Recruitment Programs, the OPM Shared List (Binder List) and the Veterans Non-Paid Work Experience Program

Timeframe and Resources

At the beginning of Fiscal Year 2012, Civil Rights Enforcement and Compliance (CREC) was granted a budget of \$19,000.00 for National SEPMs to perform specific functions such as: educational programs, purchase media and training materials to assist with the overall duties and responsibilities of the Special Emphasis Programs APHIS-wide. In addition to the funding in CREC the other 19 programs have their individual budgets to plan activities that are aligned to their work plan. All SEPMs are in a collateral duty appointment and can work up to 20% of their official work time to fulfill their SEPM duties. During FY 2012, the following are examples of events that were sponsored APHIS-wide:

Educational Observances (Programs/Guest Speakers);

Training (Webinar Sessions);

Museum tours;

Departmental Training Sessions;

Agency attendance at Departmental approved Conferences (employees have also facilitated workshops and participated on forums);
Sponsored Diversity Days;
Employment Workshops; and
Participates in Departmental meetings.

III. Conducting an Assessment Plan

Utilization of Statistic and Resources

A review of the workforce statistics showed that APHIS had a total of 8,421 employees. Compared to the Civilian Labor Force, the agency was under represented in the following areas: Hispanic males and females, White females, Black males and females, Asian females and persons with targeted disabilities. Currently in FY 2011, APHIS has a current population of 8,910, with under representation in the following areas: Hispanic males and females, White females, Black males and females and persons with targeted disabilities.

New Hires

Currently in FY 2012, APHIS has hired a total of 549 employees. The breakdown is as follows: 59 (10.7%) HM, 23 (4.2%) HF, 270 (49.2%) WM, 100 (18.2%) WF, 19 (3.5%) BM, 28 (5.1%) BF, 12 (2.2%) AM, 15 (2.7%) AF, 8 (1.5%) NHOPI M, 3 (0.5%) NHOPI F, 1(0.2%) NAM, 1 (0.2%) NAF, 6 (1.1%) 2/More Races M, and 4 (0.7%) 2/More Races F.

Persons with Targeted Disabilities

In FY 2010, APHIS instituted a 3-Year hiring goal to increase the number of employees with a targeted disability by 10 employees each year for (FY 10 – FY 12). APHIS has hired a total 7 individuals with a targeted disability in FY 2012, bringing the total number of employees with a targeted disability to 86 or 1.02% of the workforce.

Persons with a Reported Disability

In FY12, APHIS hired a total of 67 individuals with a reported disability; bringing the total number of employees with a disability (not identified, disability, targeted disability) to 1,021, representing 12.1% of the workforce.

Individuals with Veterans Preference

APHIS has hired a total of 50 individuals with Veterans Preference; bringing their representation level to 12.6%.

Promotions

To date, APHIS has promoted a total of 410 employees. The breakdown is as follows: 37 (9.02%) HM, 18 (4.39%) HF, 143(34.88%) WM, 134 (32.68%) WF, 16 (3.9%) BM, 37 (9.02%) BF, 5 (1.22%) AM, 8 (1.95%) AF, 2 (0.49%) NHOPI M, 4 (.98%) NAM, 2 (0.49%) NAF, 1 (0.24%) 2/More Races M, and 3 (0.73%) 2/More Races F.

Awards

There have been a total of 1,276 Rating Based awards processed in FY 12. The breakdown is as follows: 80 (6.27%) HM, 49 (3.84%) HF, 489 (38.32%) WM, 498 (39.03%) WF, 26 (2.04%) BM, 84 (6.58%) BF, 22 (1.72%) AM, 17 (1.33%) AF, 5(0.39%) NAM, 2 (0.16%) NAF, 3 (0.24%) 2/More Races F, and 1 (0.08%) Non-disclosed. There have been a total of 1,563 Non-Rating Based awards processed in FY 12. The breakdown is as follows: 87 (5.57%) HM, 60(3.84%) HF, 589 (37.68%) WM, 539 (34.48%) WF, 70 (4.48%) BM, 119 (7.61%) BF, 34 (2.18%) AM, 24 (1.54%) AF, 5 (0.32%) NHOPI M, 1 (0.06%) NHOPI F, 11 (0.7%) NAM, 7 (0.45%) NAF, 4 (0.26%) Two or more Races M and 13 (0.83%) Two or more Races.

Grade Distribution

The majority of APHIS employees 2,753 are at the GS-9 through GS-12 grade levels followed by 2,248 employees at the GS-5 through GS-8 grade levels. At the GS-13 through GS-15 grade levels there are 1,474 employees followed by 1,156 employees at the GS-1 through GS-4 grade levels. In Executive/Senior Level positions there are 35 employees (23 men and 12 women). White Males and White Females represent 80% and minorities represent 20% of Executive/Senior Level positions.

Complaints

The Agency presently has 66 active formal EEO complaints in the inventory and has closed 30 formal EEO complaints.

In FY2012 (to date) twelve (12) formal EEO complaints and five (5) informal EEO complaints have been closed by negotiated settlement agreement. Settlement agreements are implemented immediately with all terms processed with any timeframe stipulated by the agreement. The average timeframe to implement an agreement is 60 days.

Local Labor Market or Agency Recruiting Area

SEPMS continue to recruit in their local areas through attendance at school/career fairs. Job announcements are sent to community organizations. SEPMS also receive the recruitment schedule of the Human Resources Team. All hiring actions must be approved by APHIS senior leadership.

Utilization of Other Resources

The Federal Equal Opportunity Recruitment Plan, MD-715 EEO Program Status Report, DVAAP, workforce profiles and OCRDI staff assist SEPMS.

Reporting

The MD-715 status report is the basis for the SEPM work plan. The report can be found on the OCRDI website.

APPENDICES

APHIS Strategic Plan for FY 2010 - 2015

Appendix A:

CIVIL RIGHTS COMMITMENT

The following table represents the USDA Goals, Performance Objectives and Goal Indicators as they pertain to Agency Leadership commitment to improving civil rights in APHIS.

Civil Rights Performance and Accomplishment Report			
Goal	Performance Objectives		Goal Indicators
Commitment of Agency Leadership/ Strategic Integration	Leadership	Held managers, supervisors and other employees accountable for ensuring that USDA's customers and employees were treated in accordance with USDA'S civil rights policy and applicable legal requirements.	<p>APHIS commitments to USDA's civil rights goals and obligations are Included in the Strategic Plan. The commitment includes:</p> <ol style="list-style-type: none"> 1. Employees are notified of the requirements of Departmental Regulation (DR) 4300-010, "Civil Rights Accountability Policy and Procedures," issued January 18, 2006. 2. Annual performance appraisals for managers and supervisors include an evaluation of their contributions to USDA's commitment to civil rights and equal opportunity, and adherence to civil rights policy. 3. A representative sampling of performance plans (signed copy) shows evidence of EEO elements for all levels 4. Provide a list and identify finding of each employee case where disciplinary action or corrective action was taken relating to civil rights or retaliation and indicate the timeframe in which the action was taken. 5. APHIS submits succinct narrative rationale with documented evidence to determine compliance with the above indicators using the appropriate scoring elements.
Secretary's Commitment	Secretary's Commitment	Took affirmative steps to implement each of the areas illustrated by the Secretary.	<p>APHIS implements Secretary's Commitment:</p> <p>The Secretary's commitment of successful transformation includes:</p> <ol style="list-style-type: none"> 1. An inclusive workplace environment where there is equity of opportunity and all employees are empowered to reach their full potential 2. Modernization of technology and systems that will enable us to provide the highest level of service; 3. A commitment by USDA employees to improving USDA's past and future record of civil rights, including expanding outreach efforts to socially-disadvantaged farmers and ranchers; 4. Systems of accountability that encourage all employees to achieve high standards of performance and customer service; and 5. A renewed commitment to creating diversity in the workforce and succession planning.
Implementation of Secretary's Commitment	Agency's Commitment to Diversity	Took Affirmative steps to implement each of the six (6) component areas illustrated by Diversity Road Map and ensured that goals and timelines are accomplished accordingly.	<p>APHIS Implements the Diversity Road Map to meet all requirements and timelines</p> <p>USDA's Diversity Road Map has specific goals, activities, and timelines, organized around the following (6) components:</p> <ol style="list-style-type: none"> 1. Leadership Accountability and Commitment 2. Outreach and Partnerships 3. Recruitment and Hiring 4. Retention and Promotion 5. Diversity Training and Awareness 6. Employee Development and Recognition



United States
Department of
Agriculture

Animal and Plant
Health Inspection
Service

Washington, DC
20250

Animal and Plant Health Inspection Service Civil Rights Policy Statement

Animal and Plant Health Inspection Service (APHIS) employees are responsible for the fulfillment of programs critical to the success of American agriculture. Ensuring that equal opportunity is the standard for delivering our programs and providing opportunities to our employees and employment applicants is essential—and integral—to our mission. We must not only conduct our programs in a non-discriminatory manner, but also reach out to all persons who can potentially benefit from APHIS programs and services.

As APHIS Acting Administrator, I want to clearly convey that all employees must follow both the letter and spirit of the laws and regulations prohibiting discrimination. Discrimination based on race, color, religion, national origin, age, sex (including gender identity and expression), disability, reprisal, sexual orientation, marital status, parental or familial status, political beliefs, protected genetic information, or receipt of public assistance will not be tolerated in employment or program delivery. All APHIS workplaces must be free from any discrimination, harassment or reprisal. In addition, each employee's performance plan should include a performance element covering civil rights and equal opportunity.

I expect all APHIS managers and supervisors to work closely with their employees to provide opportunities for their career advancement. Career planning, leadership development, and mentoring are among the important tools for providing equal opportunity to all employees. Managers and supervisors should encourage employees to apply for development programs and other opportunities to further their careers in public service. Our organization will be strengthened by the development of our individual employees.

We must also continue to build on and expand the diversity of our organization, including the recruitment and retention of veterans and persons who have disabilities. While we have been successful in increasing diversity in APHIS, additional focus and effort are needed. We must reaffirm our commitment to diversity and cultural transformation goals set by the Secretary. Our newly structured APHIS Office of Civil Rights, Diversity and Inclusion will provide employees with resources and guidance to meet the Secretary's goals.

It is important that this policy statement be posted in our workplaces so employees and the public can view our commitment to civil rights. The policy statement and additional information on our civil rights program can be found on the APHIS Office of Civil Rights, Diversity and Inclusion website at www.aphis.usda.gov/civil_rights.

Thank you for your support of equal opportunity and civil rights for APHIS.

Kevin Shea
Acting Administrator

JUL 20 2012



Safeguarding American Agriculture

APHIS is an agency of USDA's Marketing and Regulatory Programs
An Equal Opportunity Provider and Employer

Federal Relay Service
(Voice/TTY/ASCII/Spanish)
1-800-877-8339



United States
Department of
Agriculture

Animal and Plant
Health Inspection
Service

Washington, DC
20250

Animal and Plant Health Inspection Service Anti-Harassment Policy Statement

The Animal and Plant Health Inspection Service (APHIS) is committed to a workplace that is free from any form of harassment. It is incumbent upon all employees to respect their colleagues in the workplace as well as the customers and stakeholders who rely on us for critical programs and services. APHIS' policy is clear: No form of harassment will be tolerated.

Workplace harassment is defined as unwelcome or offensive treatment, behavior, or conduct (whether verbal, physical, psychological, or visual) that denigrates or shows hostility or aversion towards an individual based on that individual's protected status, and that a reasonable person would consider intimidating, hostile or abusive. Offensive conduct includes, but is not limited to: bullying, offensive jokes, slurs, epithets, name-calling, physical assault or threats, intimidation, insults, ridicule, mockery, interference with work performance, and the display of offensive objects or pictures, written or verbal comments, or graphic materials that are offensive to or show hostility toward an individual or group. Sexual harassment is defined as any unwelcome sexual advances, requests for sexual favors, and/or verbal or physical conduct of a sexual nature. The bottom line is that harassment in any form is unacceptable and will not be tolerated.

Employees experiencing or witnessing harassment should immediately report the matter to their supervisor, manager, or the Workplace Violence Prevention and Response Toll-Free Number, 1-866-234-3174. Any employee who makes such a complaint or provides information related to the complaint will be protected from harassment. An employee making a complaint of harassment based on a protected basis must contact the APHIS Office of Civil Rights, Diversity and Inclusion (OCRDI) Counseling and Resolution Branch at 1-800-342-7231 within 45 days of the alleged incident. Such complaints include workplace harassment based on race, religion, color, sex (including gender identity and expression), age, national origin, disability, reprisal, sexual orientation, marital, parental or familial status, political beliefs, protected genetic information, or receipt of public assistance. Confidentiality of harassment complaints will be maintained to the extent possible.

Management is responsible for setting the tone in the workplace and for ensuring enforcement of this policy. I expect managers and supervisors to take prompt action to address any and all complaints of harassment and to ensure that no retaliation takes place against any employee or individual making such a complaint or providing information about the complaint. This policy should be posted in our workplace and disseminated to all employees. The policy statement and additional information on our civil rights program can be found on the OCRDI website at www.aphis.usda.gov/civil_rights.

Kevin Shea
Acting Administrator

JUL 20 2012



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Animal and Plant Health Inspection Service (APHIS) Diversity and Inclusion Policy Statement

United States
Department of
Agriculture

Animal and Plant
Health Inspection
Service

Washington, DC
20250

The Animal and Plant Health Inspection Service (APHIS) has a long-standing commitment to support civil rights and provide a discrimination-free workplace. Equally important and just as vital to our success as an Agency is our commitment to Diversity and Inclusion, which I have made a priority for my office and all employees. What do Diversity and Inclusion mean to APHIS? Think of Diversity as the spectrum of human similarities and differences and Inclusion as the way an organization configures opportunity, interaction, communication, information and decision making to realize the potential of diversity. Simply quoted, "*Diversity is the Mix, Inclusion is making the Mix work.*"

With our Diversity and Inclusion mission within APHIS, we will seek to accomplish many things. We will strive to ensure and utilize employees' and teams' talents, backgrounds, and capabilities. We will look to foster environments where diverse ideas are highly valued and employees are encouraged to offer their perspectives and viewpoints before critical decisions are made. And we will aspire to help individuals reach their potential and maximize their contributions to the Agency mission.

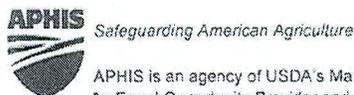
In supporting Diversity and Inclusion, APHIS must also cast the widest possible net in searching for the best talent. Every Agency hiring and recruitment initiative must ensure that we are bringing on broad talent from the widest possible range of sources. This means recruiting at institutions that we may not have recruited from before and partnering with community and professional organizations to establish an APHIS workplace that is fully reflective of the Nation's diversity. And, once employees are on board, we must make a commitment to retain them through mentoring, coaching and developing them to their full potential.

For APHIS to be an Employer of Choice, every member of the Agency community must advocate for, promote, and most importantly, practice the principles of Diversity and Inclusion in everything that we do. As APHIS' Diversity and Inclusion Champion, I am personally committed to ensuring that APHIS fosters a more inclusive culture that improves our organizational creativity, decision making, employee morale, and job satisfaction.

This Diversity and Inclusion Policy Statement must be distributed Agency-wide and posted in all work areas to ensure the APHIS workforce is aware of and promotes its Diversity and Inclusion responsibilities. This policy statement will also be posted on the Office of Civil Rights, Diversity and Inclusion website at: www.aphis.usda.gov/civil_rights.

Kevin Shea
Acting Administrator

JUL - 9 2012



APHIS is an agency of USDA's Marketing and Regulatory Programs
An Equal Opportunity Provider and Employer

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1-800-877-8339

Senior Executive Service (SES)

Element 3 – Civil Rights (Mandatory/Critical) This element measures an Executive's leadership in the implementation and meeting of civil rights strategic goals; enforcement of civil rights laws, rules, regulations; and holding subordinate supervisors accountable for achieving civil rights goals and objectives in all employment, program delivery, and other administrative activity.

Performance Requirements: This is the one mandatory critical SES performance element that is a pass/fail element. Being pass/fail, an executive is rated at either the "Fully Successful" level or the "Unsatisfactory" level. The performance requirements in this element are expressed in terms of narrative expectations. Meeting the requirements described below constitutes meeting the "*Fully Successful*" element level.

Note: This pass/fail element primarily measures compliance to civil rights laws, policies, and requirements. USDA recognizes that each agency or organization has specific civil rights goals and targets to include those pertaining to mission and the workforce, i.e., diversity, inclusion, outreach, etc. These specific goals and targets are appropriately measured under Element 1, Mission Results. **It is expected that each executive include the civil rights goals and targets for which they will be held accountable for during the appraisal period under Element 1.**

Applicable milestones from the USDA Civil Rights Plan and Strategic Plan are incorporated into the agency or staff office strategic and annual performance plans. Applicable goals and objectives related to accountability, program delivery, outreach, workforce diversity, employment practices, resources and structure, performance, administrative activities, communications and reporting are met in accordance with Department and agency policy.

Develops and implements outreach strategies that enhance the delivery of agricultural services and assistance to underserved populations. Demonstrates an understanding of and commitment to equal opportunity and ensures fair and equitable program delivery.

Ensures subordinate supervisors exercise effective managerial, communication and interpersonal skills to supervise and develop a diverse workforce.

Makes good faith efforts to resolve employment complaints and workforce disputes at all times, particularly early in the process, by offering alternative dispute resolution, training, and alternative assignments; by timely response to requests for information from EEO counselors, mediators, investigators, and adjudicators; and by prompt implementation of settlement agreements.

UNITED STATES DEPARTMENT OF AGRICULTURE
PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET
 (Instructions on reverse)

1. Name (Last, First, M.I.)	Pay Plan, Series, Grade GS-5	Agency/Division VS	APPRAISAL PERIOD	
			From 10/01/2010	To 09/30/2011

2. PERFORMANCE ELEMENT

No. (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.) CRITICAL NONCRITICAL

Equal Employment Opportunity/Civil Rights

Alignment: This element supports

- 1) USDA Management Initiative: Improve human capital management by ensuring an efficient, high-performing, diverse workforce, aligned with mission priorities and working cooperatively with partners and the private sector;
- 2) APHIS Strategic Organizational Priority 1: Value and invest in APHIS employees
- 3) VS Strategic Plan Goal 5: Create a highly effective animal health organization

3. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

The rating official typically finds that the employee:

- Treats all employees, stakeholders, program beneficiaries, and the general public with fairness, dignity, and respect - consistent with agency goals for civil rights and equal opportunity.
- Consistently exhibits a positive attitude towards persons contacted and program goals and follows up with customers and keeps them informed of status of projects and/or assignments.
- Communications are handled professionally, projecting a helpful attitude, which contributes to a productive and non discriminatory work environment.
- 95% of all contacts with customers are at an acceptable or higher level. Either demonstrated by lack of justifiable complaints, or projected by positive feedback.
- Consults with appropriate staff members on projects, assignments, and other issues affecting the staff or common program issues:
 - works with all staff members as assigned in a professional and respectful manner;
 - shares information, knowledge, and expertise with coworkers.
- Keeps supervisor informed of activities, including issues that may interfere with accomplishment of established goals.
- Participates constructively with coworkers:

4. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. For instructions about documentation, see reverse.) EXCEEDS FULLY SUCCESSFUL
 DOES NOT MEET

ACCOMPLISHMENTS

5. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN

Signatures certify discussion with the employee and receipt of plan which reflects current position description.

Employee's Signature <i>Amelia Marsh</i>	Date 10/29/10
Supervisor's Signature <i>Michelle Smith</i>	Date 10/29/10
Reviewer's Signature <i>Lynethel Davis</i>	Date 10/29/10

6. PROGRESS REVIEWS (at least one must be completed)

Employee's Initials and Date AM 4 28/11	Supervisor's Initials and Date MS 11/28/10
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(12-86) **PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET**

1. NAME (Last, First, M.I.)	2. POSITION TITLE Program Support Assistant
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3. AGENCY/DIVISION USDA, APHIS, PPQ	4. PAY PLAN, SERIES, GRADE GS 0303 06/02	APPRAISAL PERIOD	
		5. START DATE 10/01/2010	6. END DATE 09/30/2011

7. PERFORMANCE ELEMENT - EQUAL EMPLOYMENT OPPORTUNITY AND CIVIL RIGHTS (EEO/CR) No. 5 (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)		<input checked="" type="checkbox"/>	CRITICAL	<input type="checkbox"/>	NONCRITICAL
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Civil Rights, Equal Employment Opportunity, and Diversity and Inclusion.

Alignment: Performs assignments in a manner that demonstrates fairness, cooperation, and respect toward employees and customers. Fosters an inclusive workplace where diversity and individual differences are valued. Leverages diversity to achieve the vision and mission of the organization. Supports and maintains an environment that is free of unlawful discrimination and reprisal.

8. **STANDARD:** (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

Results and measures for MEETS FULLY SUCCESSFUL.

- Understands the importance of diversity. Performance is demonstrated when employees exhibit behaviors that encourage acceptance in a culturally diverse environment.
- Maintains fair and impartial delivery of programs, activities, and services.
- Actively pursues knowledge and understanding of different perspectives and ideas.
- Demonstrates a belief in the concept of treating all others with consideration, respect, and fairness, and openly, consistently challenging bias, intolerance, and incivility.
- Demonstrates support for diversity strategies that strengthen service delivery for a diverse customer base.
- Demonstrates an understanding and knowledge of cross-cultural issues, cultural differences, nonverbal cues, feelings and emotions when dealing with and resolving complaints.
- Supports a workplace culture that welcomes and values new thoughts, different perspectives, and nonconventional approaches.
- Effectively works with customers, peers and stakeholders from all backgrounds.
- Demonstrates a basic knowledge and understanding of individual and cultural differences.
- Demonstrates prevention of complaints and actively pursues resolution of complaints.

9. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)	Exceeds <input type="checkbox"/>	Fully Successful <input type="checkbox"/>	Does Not Meet <input type="checkbox"/>
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10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)

1. NAME (Last, First, M.I.)		2. POSITION TITLE OFFICE MANAGER	
3. AGENCY/DIVISION USDA APHIS PPQ		4. PAY PLAN, SERIES, GRADE GS-0303-7	APPRaisal PERIOD
		5. START DATE 01/03/2010	6. END DATE 9/30/2010
7. PERFORMANCE ELEMENT No. 5 (Describes below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)		<input type="checkbox"/> CRITICAL	<input checked="" type="checkbox"/> NONCRITICAL

EQUAL EMPLOYMENT OPPORTUNITY AND CIVIL RIGHTS (EEO/CR)

The incumbent is responsible for demonstrating an awareness of Equal Employment and Civil Rights responsibilities of the Agency's and the Department's goals of valuing a diverse, yet unified workforce.

Alignment: This element supports the Region's goal to support the Agency's Civil Rights Strategic Plan and PPQ's Civil Rights Vision and Guiding Principles.

8. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

Results and measures for FULLY SUCCESSFUL. Evaluation is based on the supervisor's observations and review of work and feedback from program personnel and stakeholders. In almost all instances, the supervisor determines that the incumbent:

- Performs all duties in a manner that consistently demonstrates fairness, cooperation, dignity and respect toward coworkers, supervisors, office visitors, and other internal and external customers in the performance of all official business, including program delivery.
- Demonstrates an awareness of EEO/CR rules and regulations in valuing diversity by assisting managers and supervisors in scheduling training and ensuring all mandatory training is completed.
- Creates and maintains a positive work environment and maintains a fair and impartial program delivery. Interpersonal relations including written and oral communications are conducted in a manner which promotes a nondiscriminatory work environment.

9. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)	Exceeds	Fully Successful	Does Not Meet
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)			

11. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN (Signatures certify discussion with the employee and receipt of plan which reflects current position description.)			
Employee's Signature			Date
Supervisor's Name (Print)	Supervisor's Signature		Date
Reviewer's Name (Print)	Reviewer's Signature		Date
12. PROGRESS REVIEWS (at least one must be completed)			
Employee's Initials and Date		Supervisor's Initials and Date	

PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET

1. NAME (Last, First, M.I.)		2. POSITION TITLE Office Manager	
3. AGENCY/DIVISION USDA, APHIS, PPQ		4. PAY PLAN, SERIES, GRADE GS 303-8	
		APPRaisal PERIOD	
		5. START DATE OCT 1, 2010	6. END DATE SEP 30, 2011
7. PERFORMANCE ELEMENT No. 6 (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)		<input checked="" type="checkbox"/> CRITICAL	<input type="checkbox"/> NONCRITICAL

Element: **EEO & Civil Rights (EEO/CR), including maintaining Professionalism**

Description: The incumbent is responsible for working cooperatively as a team member in performing assigned tasks. Consistently demonstrates fairness, cooperation and respect toward co-workers and others in the performance of all official business including program delivery.

Alignment: This element supports the Agency's goals and objectives of providing high quality PPQ technical services to facilitate the accomplishment of the APHIS/PPQ mission. Specific alignments include:

- **DR 4120-001 "Annual Departmental Civil Rights Training"**, which includes 3. Regulations: Beginning in FY98, comprehensive civil rights training will be conducted annually for (a) ALL USDA employees; (c) CR module will be in all management and supervisory training and orientation programs
- **DR 4070-735-001 "Employee Responsibilities and Conduct"** which include, but are not limited to: 11 (l) the respect of co-workers, 11 (m) wearing of safety equipment; and expectations of employees.
- **USDA Human Capital Plan Improvement Goal 3:** ensure that USDA human resource programs are strategically aligned, effective, efficient, and in compliance with applicable laws and regulations (e.g. Veteran's Preference, Equal Employment Opportunity (EEO), Merit System Principles) **Goal 8:** Ensure a diverse workforce with the necessary skills to accomplish the USDA mission and strategic goals.

8. STANDARD: (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost, efficiency, or timeliness, where applicable.)

Performance Standard for "Fully Successful" – EEO/CR:

- Performs duties in a manner that consistently demonstrates fairness, cooperation and respect toward co-workers.
- Demonstrates an awareness of Equal Employment Opportunity and Civil Rights responsibilities of the Agency and Department goals of valuing a diverse, yet unified, work force by:
 - o following EEO/CR principles to value diversity
 - o creating and maintaining a positive work environment
 - o maintaining a fair and impartial program delivery
 - o Shares EEO/CR information with employees including websites, training available, TDYs, etc.

Performance Standard for "Exceeds" Rating – EEO/CR:

- Suggest improvements or new methods for accomplishing the mission.
- Participates in Outreach efforts.
- Is an active member of a local or regional EEO Committee.
- Encourages employees and has an active mentoring/coaching program.

9. ELEMENT RATING: (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)	Exceeds	Fully Successful	Does Not Meet
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)

(12-86) **PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET**

1. NAME (Last, First, M.I.)		2. POSITION TITLE	
		Resource Management Specialist	
3. AGENCY/DIVISION		4. PAY PLAN, SERIES, GRADE	APPRAISAL PERIOD
APHIS/PPQ/WR/WRO		GS-0301-09	5. START DATE 01 OCT 11
			6. END DATE 30 SEP 12

7. PERFORMANCE ELEMENT			
No.	5	(Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)	<input checked="" type="checkbox"/> CRITICAL <input type="checkbox"/> NONCRITICAL

Element: EEO & Civil Rights (EEO/CR)

Description & Alignment:

The incumbent is responsible for working cooperatively as a team member in performing assigned tasks. Consistently demonstrates fairness, cooperation and respect toward co-workers and others in the performance of all official business including program delivery.

Alignment: This element supports the Agency's goals and objectives of providing high quality PPQ technical services in a Supervisory role, to facilitate the accomplishment of the APHIS/PPQ mission. Specific alignments include:

- DR 4120-001 "Annual Departmental Civil Rights Training", which includes 3. Regulations: Beginning in FY98, comprehensive civil rights training will be conducted annually for (a) ALL USDA employees; (c) CR module will be in all management and supervisory training and orientation programs
- DR 4070-735-001 "Employee Responsibilities and Conduct" which include, but are not limited to: 11 (l) the respect of co-workers, 11 (m) wearing of safety equipment; and expectations of employees.
- USDA Human Capital Plan Improvement Goal 3: ensure that USDA human resource programs are strategically aligned, effective, efficient, and in compliance with applicable laws and regulations (e.g. Veteran's Preference, Equal Employment Opportunity (EEO), Merit System Principles) Goal 8: Ensure a diverse workforce with the necessary skills to accomplish the USDA mission and strategic goals.

8. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

Performance Standard for "Fully Successful" – EEO/CR:

Evaluation is based on the supervisor's observations and review of work products, feedback from staff, and any audit or reviews. In almost all cases, the supervisor finds that:

- Performs duties in a manner that consistently demonstrates fairness, cooperation and respect toward co-workers.
- Demonstrates an awareness of Equal Employment Opportunity and Civil Rights responsibilities of the Agency and Department goals of valuing a diverse, yet unified, work force by:
 - following EEO/CR principles to value diversity
 - creating and maintaining a positive work environment
 - maintaining a fair and impartial program delivery
 - Shares EEO/CR information with employees including websites, training available, TDYs, etc.
- Asks probing questions to ensure that everyone understands the matters discussed.
- Encourages active participation by others

Performance Standard for "Exceeds" Rating – EEO/CR:

In most standards, in addition to being fully successful, exceeding expectation involves one or more of the following types of actions:

- Suggest improvements or new methods for accomplishing the mission.
- Assists in assuring an efficient, high-performing, diverse permanent and temporary workforce through a variety of methods, including "Outreach" activities in the community.
- Is an active member of a local or regional EEO Committee, or assists in the absence of the SRMS.

PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET

1. NAME (Last, First, M.I.)		2. POSITION TITLE Correspondence Management Analyst	
3. AGENCY/DIVISION APHIS-LPA-Executive Communications		4. PAY PLAN, SERIES, GRADE GS-0301-11	APPRaisal PERIOD
		5. START DATE 4/13/2012	6. END DATE 9/30/2012
7. PERFORMANCE ELEMENT No. 5 (Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)		<input checked="" type="checkbox"/> CRITICAL	<input type="checkbox"/> NONCRITICAL

WORKING RELATIONSHIPS, TEAMWORK, AND CIVIL RIGHTS.

The Employee is responsible for working effectively in a diverse, collaborative environment and treating all employees, stakeholders, program beneficiaries, and the general public with fairness, dignity, and respect—consistent with Department and Agency goals for civil rights and equal opportunity. Alignment: This element supports USDA's Cultural Transformation initiative, the USDA Management Initiative to improve human capital management by ensuring an efficient, high-performing, diverse workforce, aligned with mission priorities and working cooperatively with partners and the private sector, and the APHIS Strategic Goal of valuing and investing in APHIS employees.

8. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

Evaluation is based on the supervisor's observations and feedback provided by customers, colleagues, and unit manager.

Results and measures for **MEETS FULLY SUCCESSFUL** – in the judgment of the supervisor, in almost all cases:

- The employee demonstrates fairness, cooperation, and respect towards others in the workplace, fostering an inclusive, collaborative environment and contributing to group accomplishments. For example, the employee:
 - Shares information and ideas and provides constructive feedback;
 - Listens attentively and explores ideas, opinions, and concerns of others.
 - Participates constructively in meetings and contributes to goal-setting and group projects; and,
 - Attempts to manage and resolve conflicts, confrontations, and disagreements in a positive, constructive manner.
- The employee demonstrates sensitivity to cultural diversity, race, gender, and other individual differences in the group and keeps the supervisor informed of significant problems and/or barriers to a fair, respectful, and diverse workplace.

9. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)

Exceeds	Fully Successful	Does Not Meet
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)

11. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN (Signatures certify discussion with the employee and receipt of plan which reflects current position description.)

Employee's Signature <i>Stephanie E. Proctor</i>	Supervisor's Signature <i>Felicia D Stepmey</i>	Date 4/13/12
Supervisor's Name (Print) Felicia D Stepmey	Reviewer's Signature	Date 4/13/12
Reviewer's Name (Print)	Reviewer's Signature	Date

12. PROGRESS REVIEWS (at least one must be completed)

Employee's Initials and Date	Supervisor's Initials and Date

PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET

1. NAME (Last, First, M.I.)		2. POSITION TITLE Management Analyst	
3. AGENCY/DIVISION APHIS/PPQ/RMPS		4. PAY PLAN, SERIES, GRADE GS-0343-12	
		APPRaisal PERIOD	
		5. START DATE 10/01/2011	6. END DATE 9/30/2012
7. PERFORMANCE ELEMENT			
No.	4	(Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)	
		<input checked="" type="checkbox"/> CRITICAL	<input type="checkbox"/> NONCRITICAL

Equal Opportunity/Civil Rights

The incumbent follows PPQ Civil Rights Guiding Principles to value diversity, create and sustain a positive work environment, and to maintain fair and impartial program delivery. Performs all duties in a manner which consistently demonstrates fairness, cooperation, and respect toward coworkers, office visitors, and all others in the performance of official business. Demonstrates an awareness of policies and responsibilities to meet USDA's goal of valuing a diverse, yet unified workforce.

Goal Alignment: This element supports APHIS Goal 3.4 Value and Invest in Employees and PPQ's Strategic Goal for management improvement and organizational performance.

8. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

Evaluation is based on the supervisor's review of the studies and work provided. In the judgment of the supervisor, in almost all cases work is completed accurately and timely.

9. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)

Exceeds	Fully Successful	Does Not Meet
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)

11. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN (Signatures certify discussion with the employee and receipt of plan which reflects current position description.)

Employee's Signature <i>[Signature]</i>	Supervisor's Name (Print) Terri Burrell	Supervisor's Signature <i>[Signature]</i>	Date 12/28/11
Reviewer's Name (Print) Terri Burrell	Reviewer's Signature <i>[Signature]</i>	Reviewer's Signature <i>[Signature]</i>	Date 12/28/2011

12. PROGRESS REVIEWS (at least one must be completed)

Employee's Initials and Date <i>[Signature]</i> 5/24/12	Supervisor's Initials and Date <i>[Signature]</i> 5/24/2012
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PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET

1. NAME (Last, First, M.I.)		2. POSITION TITLE Agriculturalist (RPM Domestic)	
3. AGENCY/DIVISION USDA, APHIS, PPQ, Miami, FL		4. PAY PLAN, SERIES, GRADE GS-0401-13/10	APPRAISAL PERIOD
		5. START DATE 10/1/2011	6. END DATE 9/30/2012

7. PERFORMANCE ELEMENT			
No.	3	(Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)	X CRITICAL <input type="checkbox"/> NONCRITICAL

EEO/CR cont'd.

8. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
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Results and measures for EXCEEDS FULLY SUCCESSFUL:

In addition to meeting all the criteria of the Fully Successful standard, consideration will be given to significant accomplishments which exceed the established standards, as determined by the rating official. Examples of which the incumbent consistently demonstrates:

- Effectively communicates Agency and EEO/CR objectives to staff and stakeholders.
- Implements or attends stakeholder and industry meetings as committee member or visitor and contributes to ideas and initiatives, and meeting outcomes; provides report of participation in stakeholder committees to Assistant Regional Director.
- Demonstrates awareness of civil rights policies.
- Participates in other collateral assignments, e.g. work groups, task forces committees, etc.
- Supports advancement through mentoring and developmental assignments.
- Participates as a member of behavioral events interviews and paper panels for interviews.

9. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)	Exceeds	Fully Successful	Does Not Meet
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)

11. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN (Signatures certify discussion with the employee and receipt of plan which reflects current position description.)		
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Employee's Signature		Date
Supervisor's Name (Print)	Supervisor's Signature	Date
Reviewer's Name (Print)	Reviewer's Signature	Date

12. PROGRESS REVIEWS (at least one must be completed)

PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET

1. NAME (Last, First, M.I.)		2. POSITION TITLE Agriculturist	
3. AGENCY/DIVISION APHIS/PPQ/EDP		4. PAY PLAN, SERIES, GRADE GS-0401-14	APPRAISAL PERIOD
		5. START DATE 10/01/2011	6. END DATE 09/30/2012

7. PERFORMANCE ELEMENT			
No.	3	(Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)	<input type="checkbox"/> CRITICAL <input checked="" type="checkbox"/> NONCRITICAL

Provides leadership in implementing EO/CR policy. Ensures that all EO/CR laws, rules, regulations and related executive orders are followed.

This element supports the agency's goal to facilitate civil rights as part of enhancing management and organizational performance.

8. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)
--

Performs all duties in a manner which consistently demonstrates fairness, cooperation, and respect toward co-workers, office visitors, and those receiving program services. Complies with all civil rights laws, rules, regulations, and related executive orders in accomplishing the agency's mission. Participates in all required EO/CR training. Completes and submits all required reports before the established deadlines.

9. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)	Exceeds	Fully Successful	Does Not Meet
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)

11. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN (Signatures certify discussion with the employee and receipt of plan which reflects current position description.)		
Employee's Signature		Date
Supervisor's Name (Print)	Supervisor's Signature	Date
Reviewer's Name (Print)	Reviewer's Signature	Date

12. PROGRESS REVIEWS (at least one must be completed)							
Employee's Initials and Date				Supervisor's Initials and Date			

PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET

1. NAME (Last, First, M.I.)		2. POSITION TITLE Senior Advisor for Agriculture and Health Systems	
3. AGENCY/DIVISION USDA, APHIS	4. PAY PLAN, SERIES, GRADE GS-701-15	APPRaisal PERIOD	
		5. START DATE 10/01/2011	6. END DATE 09/30/2012

7. PERFORMANCE ELEMENT		<input checked="" type="checkbox"/> CRITICAL	<input type="checkbox"/> NONCRITICAL
No. 4	(Describe below the duty or responsibility for which the employee is accountable and responsible. Indicate if the element is critical or noncritical.)		

Technical and Scientific Knowledge - This element supports USDA's Strategic Goal 4: Enhance Protection and Safety of the Nation's Agriculture and Food Supply and APHIS' Strategic Mission Priorities of Strengthen our safeguarding system domestically and in other countries, as well as Veterinary Services 2015 Goals and the VS One Health Strategic Plan. Expanding partnerships and Strengthen one health response preparedness through Increase involvement in all-of-government responses to one health events, Strengthening networks and Improved coordination.

8. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.)

Sevres as a Scientific and Technical Advisor to USDA officials or represents USDA to the White House and Office of Scientific Technology Policy, all Federal Departments and Agencies, academia and the commercial sector for matters pertaining to the application of joint strategies at the human-animal-ecosystem interface. Establishes one health response teams and training opportunities through the application of details, on the job training or formal educational opportunities to perfuse the concepts of joint strategies at the human-animal-ecosystem interface throughout Veterinary Services and lead by example similar developments throughout USDA and the interagency. Provides scientific and technical guidance for such projects as integrating surveillance and response systems for emerging zoonotic disease

- The employee almost always completes work on schedule and demonstrates a sound balance between quality and quantity.
- The employee prioritizes assignments, works efficiently, and requires only normal supervision and follow-up.
- Work products consistently meet applicable instructions, specifications, and goals, and meet customer needs. Errors are minimal and seldom repeated

9. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating. Refer to documentation, as necessary.)	Exceeds	Fully Successful	Does Not Meet
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. ACCOMPLISHMENTS (Must be completed if employee receives a summary rating of Outstanding. Attach additional sheets if more space is required.)

11. CERTIFICATION OF DEVELOPMENT AND RECEIPT OF PLAN (Signatures certify discussion with the employee and receipt of plan which reflects current position description.)		
Employee's Signature	<i>[Signature]</i>	Date 9/21/11
Supervisor's Name (Print)	Supervisor's Signature	Date
JERE L. Diek	<i>[Signature]</i>	9-12-11
Reviewer's Name (Print)	Reviewer's Signature	Date
	<i>[Signature]</i>	9/19/11

12. PROGRESS REVIEWS (at least one must be completed)			
Employee's Initials and Date		Supervisor's Initials and Date	

Check appropriate copy designation below.
 ORIGINAL-OFFICIAL PERSONNEL FOLDER/EMPLOYEE PERFORMANCE FILE COPY EMPLOYEE COPY SUPERVISOR'S COPY AGENCY USE

Language for Required EEO Element for Managers and Supervisors

ELEMENT WEIGHT WILL BE 10%

Performs all duties consistent with civil rights and equal opportunity laws and regulations prohibiting discrimination. Demonstrates equal employment opportunity for all employees and applicants for employment. Is held accountable for results in the prevention and resolution of EEO and Program complaints; participation in the EEO complaint process; actively supports diversity in hiring, selection, recruitment and outreach programs. Provides for appropriate disability and religious based accommodations. Communicates promptly with employees to address problems and disagreements in the workplace. Ensures that APHIS external programs and activities are implemented in a non-discriminatory manner to reach all eligible beneficiaries.

Recommended civil rights/equal opportunity language to incorporate in Non-supervisory employees' EEO element (stand-alone element for EEO not required, language may be incorporated into customer service, teamwork, or similar element.

Treat all employees, stakeholders, program beneficiaries and the general public with fairness, dignity and respect consistent with agency goals for civil rights and equal opportunity.

This information can also be obtained from the CREC website at:
http://www.aphis.usda.gov/civil_rights/element_for_managers_and_supervisors.shtml

APHIS Workforce Profile Analysis Analysis of Workforce Profiles

1. A review of the workforce statistics shows that APHIS currently has a total of **8,421** employees. Compared to the Civilian Labor Force, the agency is under represented in the following areas: Hispanic females, White females, Black males and females, Two or more Races females and persons with targeted disabilities.
2. Currently in FY 2012, APHIS has hired a total of 549 employees. The breakdown is as follows:

59 (10.7%) Hispanic Male	23 (4.2%) Hispanic Female
270 (49.2%) White Male	100 (18.2%) White Female
19 (3.5%) Black Male	28 (5.1%) Black Female
12 (2.2%) Asian Male	15 (2.7%) Asian Female
8 (1.5%) Native Hawaiian or Other Pacific Islander Male	3 (0.5%) Native Hawaiian or Other Pacific Islander Female
1(0.2%) Native American Male	1 (0.2%) Native American Female
6 (1.1%) 2/More Races Male	4 (0.7%) 2/More Races Female

3. In FY 2010, APHIS instituted a 3-Year hiring goal to increase the number of employees with a targeted disability by 10 employees each year for (FY 10 – FY 12). To date, APHIS has hired a total 7 individuals with a targeted disability in FY 2012.

The following chart shows the Agency's 3-Year Hiring Goal for Persons with Targeted Disabilities.

FY 2009 APHIS Employees With Targeted Disabilities 67 or .73%	3 –Year Hiring Goal 2010 - 2012	Fiscal Year Increase
Fiscal Year 2010	77	+10
Fiscal Year 2011	87	+10
Fiscal Year 2012	97	+10

APHIS expanded efforts to increase the hiring rates of individuals with disabilities and in so doing successfully placed individuals with reportable and targeted disabilities from a variety of sources, including the OPM Shared (*Bender*) list. Currently in FY 2012, APHIS has hired a total of 67 individuals with a reported disability.

4. There have been a total of **821** Separations: **367** or 45% Permanent Employees, **149** or 18% Temporary Employees, and **104** or 13% Indefinite Employees. Of the total Separations **121** or 15% are Veterans; **74** or 9% has a Reported Disability; and **3** or 0.37% have a Targeted Disability.
5. To date, APHIS has promoted a total of 410 employees. The breakdown is as follows: 37 (9.02%) Hispanic Males, 18 (4.39%) Hispanic Females; 143 (34.88%) White Males, 134 (32.68%) White Females; 16 (3.9%) Black Males, 37 (9.02%) Black Females; 5 (1.22%) Asian Males, 8 (1.95%) Asian Females; 2 (0.49%) Native Hawaiian or Other Pacific Islander Male, 4 (.98%) Native Hawaiian or Other Pacific Islander Female; 2 (0.49%) Native American Female; 1 (0.24%) 2/More Races Male, and 3 (0.73%) 2/More Races Female.

6. The majority of APHIS employees 2,753 are at the GS-9 through GS-12 grade levels followed by 2,248 employees at the GS-5 through GS-8 grade levels. At the GS-13 through GS-15 grade levels there are 1,474 employees followed by 1,156 employees at the GS-1 through GS-4 grade levels. In Executive/Senior Level positions there are 35 employees (23 men and 12 women). White men and White women represent 80%% and minorities represent 20% of this category.

7. The Annual EEO Program Status Report includes effective strategies for improving diversity and eliminating barriers to equal employment opportunity. The EEO Program Status Report is linked to the APHIS Federal Equal Opportunity Recruitment Program (FEORP) Plan and includes recruitment, hiring and outreach strategies. Reports include specific action items, realistic goals, and target dates to demonstrate efforts to improve and ensure diversity in the workforce. The EEO Program Status Report also reflects initiatives pertaining to the Disabled Veterans Affirmative Action Program (DVAAP) plan and strives to increase the representation of disabled veterans, especially those who are 30 percent or more disabled. See sections I and J of the FY 2011 APHIS Management Directive 715 Report for Recruitment, Hiring and Outreach Strategies. **The report is posted on the CREC website at: www.aphis.usda.gov/about_aphis/programs_offices/civil_rights/**

8. **Occupational Categories** - APHIS is recognized by the Department as having **10** major occupation job series. At the beginning of the 4th Quarter of FY 2012, the total number of APHIS employees (*males/females*) in each major job category is as follows:

Occupational Job Series	Total Employees	Male	Female
0201 Personnel Management	89	26	63
0301 Misc. Admn. and Program Analysis	225	63	162
0343 Management and Program Analysis	191	57	134
0401 Gen Biolcl Sci	1189	810	379
0404 Biolcl Techncn	270	160	110
0421 Plt Protection Techncn	217	150	67
0486 Wildlife Biology	338	300	38
0701 Veterinary Medical Science	641	358	283
0704 Animal Health Techncn	340	236	104
2210 Information Tech Specialist	278	187	91

Data Source: NFC On-Line Reporting Center



APHIS Promotes the FY 2012 WRP Program

What Is the Workforce Recruitment Program?

Attention Employers! The Workforce Recruitment Program for College Students with Disabilities (WRP) is a recruitment and referral program ready to help you fill your summer or permanent hiring needs with talented college students with disabilities. The WRP database contains profiles of student job candidates from more than 200 colleges and universities nationwide, representing all majors, and ranging from college freshmen to graduate students and law students.

What Does the Program Offer Employers?

- Job candidates pre-screened through face-to-face, onsite interviews
- One-page summary about each applicant's qualifications and career interest
- Referral pools tailored to specific job requirements and critical mission occupations
- Easy access to candidates across the Nation, by state or job category
- Flexibility in hiring for summer internships, co-op, or permanent positions
- Opportunity to evaluate summer interns for permanent staffing needs

What Can Summer Interns Do for You?

- Undertake special projects postponed for lack of time or resources
- Assist permanent staff with key projects
- Share specialized knowledge and innovative current technical skills
- Assume responsibilities of staff on vacation or leave of absence
- Prove that qualified people with disabilities make excellent employees
- Contribute in a wide variety of areas, including business, communications, engineering, science, computer science and administrative support

How Does the Program Work?

Annually, trained recruiters from Federal agencies conduct personal, onsite interviews with interested students at college and university campuses. From these interviews, a database is compiled containing more than **1,500 diverse college students** and recent graduates seeking employment. The recruiter's interview comments are included in each student's profile. The searchable database is categorized by job interest, degree program, geographic location, and many other factors. The hiring agencies are responsible for paying the student's salary. Agencies may add other benefits, such as housing and transportation stipends, to the intern's job offer. WRP students' required assistive technology will be provided free of charge to employers.

To Access the Database:

- The WRP database, www.wrp.gov, is available to Federal Human Resource Specialists, Equal Opportunity Employment Specialists, and other interested hiring officials. Log on to request an ID and password to access the database.

For More Information about the Program:

Contact your Agency Disability Employment Program Manager, Sophia Kirby on (301) 734-5366, or USDA WRP Coordinator: Frederick Cheng 202-260-8316

Civil Rights Information Academy Webinar Modules

Prerequisite: Civil Rights Laws, Rules, Regulations, and USDA Directives, — Information from the EEOC website is provided prior to the session.

Topic: The Federal Equal Employment Opportunity (EEO) Discrimination Complaint Process –

- **Alternative Disputes Resolution (ADR)** —Forms of ADR, advantages and disadvantages, and how and when ADR may be used.
- **EEO Counseling** —Types of discrimination, Class Action complaints, EEO Counseling, Alternative Dispute Resolution (ADR), and the role and responsibilities of managers.
- **Formal Complaint Processing** — Discusses 29 CFR 1614, the rights and responsibilities of managers and complainants, and steps of the process.
- **The Prevention of Reprisal & Retaliation Complaints** — The definition of reprisal and strategies for preventing and responding to allegations of reprisal.
- **Mixed Case**^[1] -- The definition of a “Mixed Case”, roles of the Merit Systems Protection Board (MSPB) vs. the Equal Employment Opportunity Commission (EEOC), the laws that govern the MSPB, and the process that is utilized in filing an appeal to the MSPB.

Topic: Federal EEO Programs –

- **Equal Employment Opportunity (MD-715)** — Requirements of Management Directive 715 and how to have a Model EEO Program.
- **Special Emphasis Programs (SEP)** — Goals of the SEP and Special Observances that are mandated and recognized by the Agency
- **EEO Advisory Committees (EEOAC)** – Goals of the EEOAC and roles & responsibilities of collateral duty managers.
- **Student Programs** - Special Programs and Initiatives including Student internships and scholarships.

Topic: Compliance Reviews –

- **Employment Compliance** — Agency policy and practices evaluated in Title VII civil rights employment compliance reviews.
- **Program Compliance** - Agency policy and practices evaluated in Title VI civil rights program compliance reviews.

Topic: Special Programs

- **The APHIS Ag-Discovery** — The APHIS Ag-Discovery Program including the history, objectives, and recruitment process.
- **Veteran’s Emphasis Program** – Cover recruiting and retaining Veterans in the Agency.

Topic: Program Delivery and Outreach

- **Federally Conducted and Federally Assisted Programs** – Covers APHIS and its cooperators/grantee civil rights responsibilities with respect to programs and services offered to the public.
- **Outreach Customers/Beneficiaries** - Ensure that the delivery of all programs and services are provided to our customers and beneficiaries.