

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2019 to September 30, 2020

PART A Department or Agency Identifying Information	1. Agency	1. USDA Animal and Plant Health Inspection Service
	1.a 2nd level reporting component	
	2. Address	2. 1400 Independence Ave., SW
	3. City, State, Zip Code	3. Washington, DC 20205
	4. Agency Code 5. FIPS code(s)	4. AG34 5. 11001

PART B Total Employment	1. Enter total number of permanent full-time and part-time employees	1. 5780
	2. Enter total number of temporary employees	2. 2607
	3. TOTAL EMPLOYMENT [add lines B 1 through 2]	4. 8387

PART C	Title Type	Name	Title
Agency Official(s) Responsible For Oversight of EEO Program(s)	Head of Agency	Kevin Shea	Administrator
	Head of Agency	George Ervin "Sonny" Perdue	Secretary of Agriculture
	Principal EEO Director/Official	Michon Oubichon	Director, Office of Civil Rights, Diversity & Inclusion
	Affirmative Employment Program Manager	Michon Oubichon	Director, Office of Civil Rights, Diversity & Inclusion
	Complaint Processing Program Manager	La Shon Cole	Deputy Director, Office of Civil Rights
	Diversity & Inclusion Officer	Patrick Johnson	Diversity & Inclusion Specialist
	Diversity & Inclusion Officer	Thelma Sykes	Diversity & Inclusion Specialist
	Diversity & Inclusion Officer	Jeremy Wood	Diversity & Inclusion Specialist
	Diversity & Inclusion Officer	Shayla Spann	Diversity & Inclusion Specialist
	Hispanic Program Manager (SEPM)	Shayla Spann	Diversity & Inclusion Specialist
	Women's Program Manager (SEPM)	Thelma Sykes	Diversity & Inclusion Specialist
	Disability Program Manager (SEPM)	Thelma Sykes	Diversity & Inclusion Specialist
	Special Placement Program Coordinator (Individuals with Disabilities)	Amber Kiel	HR Specialist
	Reasonable Accommodation Program Manager	David Walton	HR Specialist
	Anti-Harassment Program Manager	Marjorie Bolden	Branch Chief, Administrative Investigations & Compliance Branch
	ADR Program Manager	Cynthia Dickens	Branch Chief, Counseling and Resolution
	Compliance Manager	Steven Shelor	Branch Chief, Compliance and Evaluation
Principal MD-715 Preparer	Shayla Spann	Diversity & Inclusion Specialist	
Other EEO Staff	Sophia Kirby	Branch Chief, Outreach and Communications	

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PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	Country	Agency Code
EEOC FORMS and Documents	Required	Uploaded	
Organization Chart	Y	Y	
Agency Strategic Plan	Y	Y	
Alternative Dispute Resolution Procedures	Y	Y	
Anti-Harassment Policy and Procedures	Y	Y	
EEO Policy Statement	Y	Y	
Reasonable Accommodation Procedure	Y	Y	
Personal Assistance Services Procedures	Y	Y	
Diversity Policy Statement	N	N	
EEO Strategic Plan	N	N	
Federal Equal Opportunity Recruitment Program (FEORP) Report	N	N	
Human Capital Strategic Plan	N	N	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	N	N	
Disabled Veterans Affirmative Action Program (DVAAP) Report	N	Y	

EXECUTIVE SUMMARY: MISSION

The Animal and Plant Health Inspection Service (APHIS) is an integral part of the United States Department of Agriculture's overall mission to provide leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management. Though there are nine program mission areas, the various programs work cohesively to safeguard the health and value of America's agriculture and natural resources.

APHIS program mission areas include: Animal Care; Biotechnology and Regulatory Services; International Services; Plant Protection & Quarantine; Veterinary Services; Wildlife Services; Legislative and Public Affairs; Marketing & Regulatory Program Business Services; and Policy & Program Development. APHIS employees work in a wide variety of positions and grades, however over 50 percent of the positions are in the General Biological Science, Veterinary Medical Science; or Wildlife Animal, Plant Protection Technicians job series.

APHIS is a progressive organization that understands the value in having a diverse workforce while committing to inclusion efforts. The APHIS Administrator's efforts towards making civil rights, diversity, and inclusion an important standpoint continues with his established commitment to allocate resources to the Office of Civil Rights, Diversity, and Inclusion (OCRDI). According to Goal Seven of APHIS Strategic Plan, it is a goal of the Administrator to, "Create an APHIS for the 21st Century that is high performing, efficient, adaptable, and embraces Civil Rights." The APHIS Administrator supports efforts that ensure the vision is achieved.

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

APHIS' FY 2020 progress is examined through the six elements prescribed by the Equal Employment Opportunity Commission (EEOC). Each element is described below along with supporting actions, documents, and accomplishments. This report also includes a summary of the Agency's MD-462 report, and an analysis of the workforce data.

Element A. Demonstrated Commitment from Agency Leadership:

APHIS continues to utilize the established two-way communication with senior management and employees. Management actively seeks out and listens to employee opinions and concerns through town hall meetings, forums, and on-line portals that allow for open communication.

In FY 2020 the Administrator held numerous town hall meetings virtually and in person to reach all employees. As a response to the COVID-19 pandemic, the Administrator held two Administrator Townhalls per week, to keep employee abreast on the developments regarding the pandemic, as well as allow employees to have open discussions about any topics with the Administrator or other senior leaders. The meetings are recorded and posted on the My.APHIS portal – accessible to all employees.

The "Tell Us What You Think" email box is still active on the My.APHIS portal, and the Administrator continues to answer employees' questions directly through it. Senior leaders are encouraged to engage with employees to keep employees abreast on topics that may concern their staff.

The APHIS Employee Engagement Committee, re-established in FY 2017, is still active. The purpose of the committee is to gain insight from a diverse group of APHIS employees from all mission programs and locations (including field offices) on how to improve engagement with Agency leaders, as well as other important leaders.

The Program Leaders Group's (PLG) primary purpose is to monitor and assist in the implementation of Agency priority projects while serving as the management body for vetting, determining, and communicating resolutions on other agency operational issues as they arise. The PLG focuses on strengthening APHIS' programs, improving services to APHIS employees and customers, and meeting new budget/administrative mandates from Congress, the Office of Management and Budget, and other USDA offices. The Deputy

Director of Civil Rights, OCRDI, is an active member of the PLG. OCRDI's membership showcases the continuing commitment from leadership to the principals of diversity, inclusion, and equal employment opportunity within the constructs of its operations.

Talent Management Board (TMB)

Convened in 2017, the APHIS Talent Management Board's (TMB) purpose is to ensure that APHIS recruits and develops a unique workforce with leadership capacity to address the agency's current and future priorities. This is achieved by creating and implementing effective talent management systems in APHIS.

The TMB had three priorities in FY 20: 1) Recruitment & Hiring; 2) Employee Satisfaction & Retention; and 3) Leadership Pipeline. To address these priorities, the TMB established corresponding workgroups to make measurable progress during the fiscal year. In FY 20, TMB accomplished the following:

Recruitment & Hiring

- 35% of new hires, hired using non-competitive authorities.
- Conducted 2 virtual hiring events, originally planned as in-person events, for Peace Corps and Veterans. The Veterans hiring event resulted in 25 applications and 111 referrals.

Employee Satisfaction & Retention

- Conducted 11 focus groups with 105 employees and interviewed 153 employees on employee satisfaction.
- Conducted additional analysis on employee engagement, factors that derail engagement, gain attrition factors, grades and occupation series, and ways to improve exit surveys.

Leadership Pipeline

- Conducted four focus groups with 24 employees to gain understanding of motivations to join the Senior Executive Service (SES).
- Initiated talent review process in Plant Protection & Quarantine (PPQ) and Veterinary Services (VS) programs areas.

TMB consisted of high-level senior leaders appointed by the Office of the Administrator, an APHIS Management Team (AMT) member as the Executive Sponsor, and members from field offices to provide a cross-functional Agency perspective. The Director of OCRDI, the Director of Human Resources (HR), and the Deputy Director for HR, Talent Development and Management have standing membership to assist in carrying out strategic directions. At least one OCRDI representative is an active member of each workgroup and sub-workgroup established to ensure that diversity & inclusion of talent remains an important factor as we continue to recruit, cultivate, and retain talent in APHIS.

Administrator's Civil Rights Awards

The Administrator's Civil Rights Award is an award of prestige, given to honor employees who've made outstanding contributions to APHIS' Civil Rights program. The award is a demonstration of the value in which management places upon employees, supervisors, and managers, who actively contribute to the civil rights program. The award gives due, proper honor, and distinction to those who excel in providing equal opportunity to others seeking employment, or employees currently in the Federal service. It also effectively gives impetus to the civil rights program, by publicizing the superior accomplishments of the award recipients, and recognizing the positive impact those accomplishments have had on other individuals. In FY 20, the civil rights awards were modified to include a category that highlights the work of Civil Rights Diversity Advisory Committees (CRDAC) – collateral duty committees with emphasis on diversity & inclusion efforts for their specific program areas.

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FY 2020 Administrator's Civil Rights Award Recipients:

- Civil Rights Supervisor/Manager Achievement Award: Dasheba Williams, Veterinary Services (VS)
- Civil Rights Employee Achievement Award: Yvette Green, Animal Care (AC)
- Civil Rights CRDAC Achievement Award: Dr. Annette Chapman, Animal Care (AC)

APHIS Outreach and Sponsorships

In effort to improve service delivery and capacity building, APHIS continues to maintain its proactive partnerships with diverse organizations, by conducting outreach to underrepresented groups. The OCRDI Office of Outreach and Communication Branch focuses on providing students and community-based organizations with opportunities to gain valuable experience through employment, internship, and scholarship opportunities and services provided by the Agency. In FY 2020, APHIS dedicated over \$1.6 million (funding reduced by reason of cancelled programs/events due to COVID-19) in support and funding of minority outreach programs, professional organizations, universities, internships, scholarships, conference support, and research development. Our investments are significant and highlight the commitment from APHIS's leadership.

AgDiscovery Program (10 virtual programs due to COVID-19)	\$420,127
Thurgood Marshall College Fund (TMCf) Internship Program and Sponsorship	\$92,371
Hispanic Association of Colleges and Universities (HACU) Internship Program	\$27,166
Fort Valley State University Vet Tech Program	\$68,200
Conference on Asian American Pacific Islander Leadership (CAPAL) Internship Program	\$31,500
Professional Agricultural Workers Conference (PAWC)	\$20,000
Society for Advancement of Hispanics/Chicanos and Native Americans in Science (SACNAS)	\$12,000
The Patriots Technology Training Center (PTTC)	\$3,000
Common Good Farm	\$7,000
National Black Farmers Association Annual Conference	\$5,000
Tuskegee University Veterinary Symposium	\$20,000
Oklahoma Black Historical Research Project	\$5,000
Hispanic Association of Colleges and Universities (HACU) Conference Sponsorship	

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	\$15,000
1890 National Scholars Program	\$136,897
The Rural Coalition	\$205,000
The Federation of Southern Cooperatives and Land Assistance Fund	\$105,000
Florida A&M University Vet Tech Program	\$350,000
Florida A&M Outreach Program	\$50,000
University of Arkansas-Pine Bluff Outreach Program	\$50,000
Operation Spring Plant	\$5,000
National Latino Farmer and Rancher Trade Association (NLFRTA)	\$3,000
Out and Equal Workplace Summit	\$10,000
Total	\$1,641,261

The Ag-Discovery, Thurgood Marshall, CAPAL, and HACU are four of the Agency's premier programs designed to reach students and exposed them to careers in agriculture. The breakdown of the third-party internship programs are as follows:

Name of Program	Number of Students
HACU	2
Thurgood Marshall College Fund	3
CAPAL	3
Total	8

Additional details regarding other outreach activities and partnerships are provided in Appendix AB at the end of this report.

APHIS Tribal Outreach Activities

The Office of National Tribal Liaison (ONTL) works to improve youth opportunities in agriculture, natural resources, and related science fields. In FY 20, APHIS offered its Safeguarding Natural Heritage (SNH) Summer Youth Program to six Tribal Colleges and Universities (TCU) as well as other Native American Serving Institutions (NASI).

SNH is a 2-week summer outreach program that helps students ages 14-17 explore careers in plant and animal science, wildlife management, and agribusiness. The summer programs are co-hosted with TCU and other NASIs. Due to unforeseen circumstances related to COVID-19, only two of the six TCU/NASI were able to host virtual camps.

Though this year's VTP internship was canceled due to COVID-19, ONTL continues to assist Navajo Technical University (NTU) and its Veterinary Technology Program (VTP), by providing funding for curriculum enhancement and personnel acquisition so it can maintain full accreditation status with the American Veterinary Medical Association (AVMA). The program also creates opportunities for Vet Tech students to gain work experience within APHIS.

APHIS continues to provide funding through a cooperative agreement that assists several TCUs, NASIs, and students attending these institutions. The agreement pays for travel, lodging, and salaries for students who participate in an APHIS internship. Current partners include Navajo Technical University – NM, Southwest Indian

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Polytechnic Institute – NM, Dine College – AZ, University of North Carolina at Pembroke – NC, and Fond du Lac Tribal and Community College – MN.

Element B. Integration of EEO into the Agency's Strategic Mission:

APHIS operates in accordance with the EEOC MD-715 and the 29 Code of Federal Regulation Part 1614. The Director for the Office of Civil Rights, Diversity, and Inclusion (OCRDI), Animal and Plant Health Inspection Service, reports directly to the head of the Agency (Administrator, APHIS) and serves under the personal supervision of the Administrator. This close collaboration enables APHIS leadership to execute its mission in accordance with EEO, Civil Rights, and Diversity laws, regulations, and policies.

The OCRDI Director is a member of the APHIS Management Team (AMT) which consists of the APHIS Administrator, Associate Administrator, the Deputy Administrator of each program area, other senior management officials, and field representatives - ensuring employees are engaged and aware. During AMT meetings, the OCRDI Director reports the Agency's EEO, civil rights, and diversity dispositions, along with subject matter expertise regarding the impact or potential impact of agency decisions on APHIS employees and programs.

The OCRDI Director provides quarterly briefings to the Administrator and other senior officials, as well as an annual "Status of the Agency" briefing. These briefings provide management officials with civil rights updates and other valuable tools to ensure EEO compliance. The OCRDI Director also provides expert guidance to the senior leaders in APHIS, and reports on EEO initiatives, goals, and accomplishments as they impact the strategic mission. Sufficient resources to ensure adequate staffing and funding is provided to operate the agency's EEO program in an effective manner. The OCRDI Director holds and manages EEO and civil rights funds and resources.

Annual performance plans for both managers and supervisors are aligned with USDA and APHIS' policies, strategic goals, and objectives. Though there is no longer a standalone Civil Rights element, the highly weighted element of Mission Results includes the language for civil rights and EEO. Managers and supervisors are also held accountable for ensuring employee performance plans are aligned with USDA and APHIS' objectives for civil rights and equal opportunity.

Leadership Training

OCRDI conducted 5 interactive EEO training sessions to 133 new supervisors in APHIS, AMS and FAS through the Fundamentals of Human Resource Management (FHRM) training. The trainings were conducted on-site at various Agency facilities in Riverdale, MD, Ft. Collins, CO, Minneapolis, MN, and Raleigh, NC.

Senior leaders received Resolving Official Training which gave guidance on how to address the settlement of cases. The Agency partnered with the Office of the General Counsel, Civil Rights, Labor and Employment Law Division and Human Resources to conduct this training for 72 participants.

APHIS EEO Specialists conducted the webinars EEO in the Workplace for managers and supervisors and EEO Complaint Process for non-supervisory personnel. There were 50 attendees at each webinar and the webinars provided valuable knowledge and skills in addressing EEO in the workplace.

The Agency offers the following targeted leadership development programs:

The Foundational Leadership Development Program (FLDP, formerly Basic LDP) targets employees at GS 4 – 8 levels to prepare participants with the essential knowledge, skills, and abilities to meet the agency's succession planning needs and to achieve excellence, regardless of position or grade level. This program is a blended learning program that supports two separate weeks of classroom sessions and weekly web-based courses in between.

The Intermediate Leadership Development Program (ILDLP) targets employees at the GS 9 – 11 grade levels and consists of a blended learning curriculum, shadow assignments, and learning team projects.

The Leadership Development for Project/Program Managers (LDPM) targets non-supervisory employees at GS 12 – 14 levels and consists of development of project and program management skills for those who lead teams.

The Advanced Leadership Development Program (ALDP) targets supervisors who are willing and desire to inspire, create, and maintain cultures of engagement and enthusiasm for the purpose of accomplishing the APHIS mission and do so at the managerial level. The ALDP is filled via a competitive process open to fulltime employees who have at least one year of experience in supervisory or managerial positions. There is no restriction regarding grade level.

The Federal Executive Institute (FEI) – Leadership for a Democratic Society targets employees at the GS 15 level and Senior Executive Service level. APHIS contracts with the Brookings Institute to deliver leadership development training for a diverse group of the agency's high performing GS 14 level employees, under the **Brookings Executive Education (BEE) Program**. Brookings offers a nine-month interagency cohort-based learning opportunity. The program highlights include an SES Application Package workshop to provide insights into the Executive hiring process. Program completion yields a Certificate of Public Leadership and an option to transfer program credit towards a Master of Science in Leadership degree granted by Olin Business School at Washington University in St. Louis, MO. In addition to the Brookings program, high performing GS 14 level employees participated in the **Harvard Kennedy School – Senior Executive Fellow Program**; a four-week residential program that takes place on the University's Cambridge, MA campus. Participants received valuable training and practice in making decisions about real world challenges and scenarios. The program's curriculum included: Authentic Leadership, Decision Lab, Lexington Concord Leadership Tour, a Classroom Demo from an executive chef on the importance of healthy eating and wellness, and a lunch and learning opportunity with visiting Diplomats and Dignitaries. Participants received a Certificate of Completion from Harvard and invitations to future alumni events.

A breakdown of the RNO data for each leadership development program is included in the workforce analysis section of this report.

APHIS Special Emphasis Program

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In FY 2020, the following APHIS National SEP events and programs were held (all National SEP programs were offered via live stream which increased participation and accessibility):

- Disability Employment Awareness Month Celebration | October 24th, 2019
- Veterans Day Special Observance | November 7th, 2019
- National Native American Heritage Month Special Observance | November 14th, 2019
- Black History Month Special Observance | February 13th, 2020
- Women’s History Month Special Observance | March 12th, 2020
- Asian American/Pacific Islander Heritage Month | May 14th, 2020
- Jewish American Heritage Month | May 28th, 2020
- LGBTQ+ Pride Month | June 11th, 2020
- Hispanic Heritage Month | September 17th, 2020

Emerging Women’s Leadership (EWL) Series Webinars:

- 6 Ways to Develop a Change Leader Mindset | October 29th, 2019
- Reimagine Your Leadership Brand | February 25th, 2020
- Amplify Your Accomplishments | April 28th, 2020
- Mobilizing Your Support Network | June 30th, 2020
- Cutting-Edge Practices for Strengthening Your Corporate Women’s Network | August 25th, 2020

APHIS Women’s Forum Lean in Circles is an APHIS initiative in collaboration with the Lean in Organization. The initiative forms small peer groups within the agency that allows women the chance to network with other women in higher grade level/management positions, collaborate, and participate in training. The mission of the Lean in Circles is to “empower women to achieve their ambitions.”

Element C. Management and Program Accountability:

APHIS ensures that Departmental Regulation 4300-010, Civil Rights Accountability Policy and Procedures, effective December 28, 2016, is administered to current and new employees. This accountability policy reinforces USDA’s and APHIS’ no tolerance stance regarding workplace discrimination. This regulation can be obtained in hard copy and online at:

<https://www.ocio.usda.gov/document/departmental-regulation-4300-010>

Senior Executive Service (SES) members have performance plans in place with a mandatory Civil Rights element embedded into the Mission element. The element is 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, and regulations. In addition, executive leadership is focused on, and held accountable for, ensuring subordinate supervisors/managers are complying and successful in meeting these goals and objectives.

APHIS Civil Rights and Diversity Advisory Committees

The APHIS National Civil Rights and Diversity Advisory Committee (NCRDAC) serves as a strategic advisor to ODI by providing management officials and employees with solutions that enhance equal opportunity employment and program delivery issues. Each program in APHIS has one member who serves on the NCRDAC for two years.

The APHIS Civil Rights and Diversity Advisory Committees (CRDACs) serves as an advisory board to management to address the unique concerns of underserved and underrepresented groups regarding employment and access for its respective program area.

The mission of the CRDAC is accomplished through barrier analysis, special emphasis programs, and Special Emphasis Program Managers (SEPM)’s relationship with affinity groups. CRDACs in the field units are connected to the NCRDAC. APHIS funds the programs, and OCRDI’s National SEPMs lead each special emphasis program, ensuring implementation.

Anti-Harassment Program

The Workplace Violence and Harassment Prevention and Response Policy and Program was implemented October 26th, 2020 with EEOC’s approval. A copy of the Agency Directive is attached to this report. This updated policy contains a clear statement of the Agency’s zero tolerance of harassment or retaliation for harassment, definitions of the types of harassing behavior covered under the policy and outlines the processes to report harassment and how they are to be resolved including timelines and accountability standards.

Compliance Reviews

Compliance reviews serve as APHIS’ regular internal audits of its field offices’ employment and operations. In FY 20, APHIS completed civil rights compliance reviews in three states (New Mexico, Florida, and Tennessee) with a total of 520 participating employees. Each employee participated in an interview and online survey to provide their views and input on equal opportunity in their work unit. Senior managers of each program areas receive review results in three stages: 1) out-briefing for field office program management immediately following the interviews; 2) critical issues briefing for each program’s Deputy Administrator, and 3) a comprehensive written report. The written report evaluates 14 equal opportunity and civil rights categories: Management Commitment, Employee Performance Management, Career

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Development/Training, Employee Recognition, Integration of EEO into the APHIS Strategic Mission, Diversity and Equal Opportunity, Special Emphasis Programs, Special Programs and Initiatives to Hire Students, The EEO Complaint Process, Program Discrimination Complaint Process, Program Delivery and Outreach, Awareness of Civil Rights Policies, Workplace Satisfaction, Employee Engagement.

Reasonable Accommodations

APHIS' Reasonable Accommodation (RA) Program is housed within the Marketing and Regulatory Programs Business Services (MRPBS), Human Resources (HR) Division, Workplace Resolutions and Wellness Branch. The RA Program has a full-time Reasonable Accommodation Program Coordinator and two full-time Reasonable Accommodation Specialists. The primary function of the RA Program is to remove workplace barriers by handling requests for reasonable accommodations. The program promotes a workplace where persons with disabilities would not be prevented from performing essential job functions or from participating in the federal employment application process. The RA staff assists employees and supervisors through the interactive process to determine the employee's essential job functions; identify the employee's limitations in performing those job functions; and identifying potential accommodations. The RA program actively strives for persons with disabilities to enjoy the same benefits and privileges of employment for non-disabled employees.

In addition to handling accommodation requests, the RA staff provides training on various topics including medical confidentiality, hidden disabilities, and the interactive process (as webinars or instructor led, classroom format, upon request). In FY 2020, the RA staff delivered 17 presentations/webinars detailing the accommodation process with a focus on telework as an accommodation and medical confidentiality. On August 19th, 20th, 24th and 27th, 314 APHIS employees participated in the "General Telework vs. Telework as a Reasonable Accommodation" webinar. On September 9th, 59 individuals participated in the "Overview of the Reasonable Accommodations Process" webinar.

In partnership with the OCRDI, the RA staff presented four RA overview sessions as part of the Federal Human Resources Management (FHRM) Training. The RA staff also developed a customized Reasonable Accommodation case study scenario. This case study was used to train experienced supervisors during the Experienced Supervisory Training Program. The training and the training required supervisors to engage in role-play – providing them the opportunity for skills-based practice. APHIS continues to manage a comprehensive RA program and maintains an informative website: [https://www.aphis.usda.gov/aphis/ourfocus/business-services/HRD/Reasonable Accommodations Program](https://www.aphis.usda.gov/aphis/ourfocus/business-services/HRD/Reasonable+Accommodations+Program)

To maintain a knowledgeable workforce on the efforts of OCRDI and HR, quarterly updates are provided to the NCRDAC and management officials. OCRDI and HR meet quarterly to ensure the effective coordination of the Agency Recruitment Plan, the EEOC Management Directive-715 (MD-715), the Federal Equal Opportunity Recruitment Program (FEORP), and the Disabled Veterans Affirmative Action Program (DVAAP). The HR Broadcast Newsletter is published on a quarterly basis to provide valuable information to managers, supervisors, and employees on various topics such as disability hiring, outreach efforts, etc.

Element D. Proactive Prevention of Unlawful Discrimination:

In FY 2019, OCRDI implemented a new process in which CRDACs are required to conduct a barrier analysis of their respective program areas and report any findings of triggers and barriers in a CRDAC quarterly report. The Diversity and Inclusion Team held four in-house SEPM and Barrier Analysis trainings and will continue to host trainings on a quarterly basis.

Barrier Analysis

The checklist in Part G was reviewed and all deficiencies include planned action items as shown in Part H. A barrier analysis was conducted for the Hispanic workforce. Although triggers were found regarding upward mobility, no known barriers for Hispanics were found.

There are four areas for potential barriers that APHIS has been monitoring over the past fiscal years:

- Barriers to Executive Level Positions (SES). (Discussed in Part I)
- Glass Ceiling for Minorities to Higher Grade Positions (Discussed in Part I)
- Underrepresented Groups (Discussed in Part I)
- Establish and Meet Hiring and Retention Goals for Employees with Disabilities & Targeted Disabilities. (Discussed in Part J)

APHIS continues to work on promoting diversity and recruiting a dynamic and first-class workforce. In doing so, the Agency continues to focus on increasing the employment of Veterans/Disabled Veterans and individuals with disabilities.

Element E. Efficiency:

APHIS developed a formal written ADR policy in 2000, which provides operating guidelines on their Alternative Dispute Resolution process. This issuance outlines the policies and procedures used by the APHIS Alternative Dispute Resolution (ADR) Center to provide counseling and mediation (informal and formal), in complaints of employment discrimination raised by employees, former employees or applicants for employment. The ADR policy can be found on the APHIS' website at:

https://www.aphis.usda.gov/aphis/ourfocus/civilrights/sa_program_overview/ct_office_director

To improve efficiency, APHIS emphasizes the use of Alternative Dispute Resolution (ADR) efforts through two distinct programs – Human Resources Division's Collaborative Resolution (CR) Early Intervention Program and the Alternative Dispute Resolution Program within OCRDI. The CR program is geared towards non-EEO related ADR and utilizes ADR techniques to help employees and managers work through conflict situations to prevent, manage, and resolve workplace challenges more effectively, and in compliance with the USDA ADR regulation, DR 4701-001. The ADR program within OCRDI is geared towards EEO related alternative dispute resolutions and is responsible for providing ADR during the informal and formal EEO complaints process in accordance with CFR 1614 and MD 110. ADR methods are offered and conducted for the voluntary participation of employees and managers.

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These programs are an effort to resolve workplace disputes at the earliest stage possible. Both programs have developed guidelines and pamphlets in accordance with the Alternative Dispute Resolution Act of 1998 and USDA's ADR Program's Policies. The APHIS Intranet website alerts APHIS' employees of the Title VII ADR process through a mediation video that was developed through collaboration with Justice Center of Atlanta mediation training and services.

APHIS, OCRDI, Counseling and Resolution Branch offers ADR to all employees seeking counseling and resolution services with each case documented in the i-Complaints database system. In accordance with 29 CFR 1614, Management Directive 110, and DR 4701-001, all employees (complainants) are advised in writing of their choice between counseling and ADR. In addition to receiving an oral explanation of the ADR process with an Intake Specialist and an ADR/EEO Counseling Specialist, new complainants are mailed a "Guide to the Employment Discrimination Complaint Process," which describes the ADR process and outlines the roles and responsibilities of all participants in the EEO complaints and mediation process. OCRDI shares this guide with management officials who participate in the mediation process.

Resolving officials and responding management officials are informed of their responsibility to participate in mediation sessions in "good faith." It is mandatory for all managers/supervisors to participate in the mediation process should a complainant choose ADR for case processing. The APHIS Administrator trusts the effectiveness of the process and believes that it is an essential part of restoring harmony and productivity to the workplace. Individuals who seek pre-complaint counseling are made aware of their right to file a formal complaint if ADR does not achieve a resolution in the informal complaint process.

In the pre-complaint process, APHIS also uses an effective mediation plan starting with the intake process, through which a dispute is initially brought to the attention of the Civil Rights Office. During the intake process, Intake Specialists gather information from the complainant about the issue(s) that underlies their complaint. The specialist uses this information to help determine if the dispute is suitable for ADR. APHIS' Intake Specialists gather sufficient information about the complaint, determine if mediation is appropriate, and educate the complainant about the process to enable a voluntary and informed choice about mediation.

The agency dedicates resources to OCRDI to provide ADR services for employees. OCRDI supports conducting mediations in field locations nationwide by making travel funds available. As part of this commitment, the ADR/EEO Counseling Specialists receive mediation training and certifications annually. OCRDI ensures that mediations are conducted in confidential and safe environments, which may entail partnering with other USDA agencies and EEO offices to use their facilities when conducting ADR in remote locations. APHIS contracts this service to GSA approved vendors or other USDA agency mediators if a contact presents a conflict of interest.

APHIS continues its commitment to support and uphold EEO laws through innovative tactics - this has produced an informed workforce on the EEO process, as well as given employees and supervisors the necessary tools to address workplace concerns. 34 formal complaints were filed in FY 20, the same as FY 19. Informal EEO complaints exhibited a 10% increase with 71 informal contacts, compared to the 64 in FY 19. The use of ADR to achieve a resolution for an informal complaint at the earliest stage of the EEO process has resulted in 1 negotiated settlement agreement and 13 voluntary withdrawals. Because of APHIS' approach, there was an Agency cost savings of \$44,200, due to the decrease in complaints not progressing to the formal stage of the EEO process. Formal investigations may cost on average \$3,400 per complaint. Due to one formal dismissal and two voluntary withdrawals, the Agency had an additional cost savings of approximately \$10,200. APHIS' application of ADR skills and knowledge, as well as the dissemination of EEO complaint information throughout the agency has been instrumental in saving the Agency approximately \$54,400 during FY 20.

APHIS, HR Division, Workplace Resolutions and Wellness Branch, Collaborative Resolution Program provides ADR services, to include: Conflict Management Training, Mediation/Facilitation/Conciliation, Conflict Advice/Guidance/Coaching, and Team Collaboration Service. There are four CR Specialists dedicated to providing ADR services to APHIS and other USDA employees, as necessary. Services are provided through a variety of means including on-site/in-person, telephonically, video teleconference, and webinar. In FY20, CR received 734 requests, which included: 599 one-on-one coaching sessions, 69 group conflict sessions/trainings, 25 requests for other services, and 41 mediations (which resulted in 12 agreements, 11 declinations, 5 no agreements, 10 withdrawals, 2 pending mediations, and 1 mediation not completed due to other reasons). 458 supervisors and 1,088 non-supervisors sought or participated in CR services during FY 20.

APHIS, OCRDI Compliance and Evaluation Branch operates the APHIS Civil Rights Impact Analysis (CRIA) Tracking System and provides standardized forms and procedures, samples, and other resources for all APHIS programs to use in the preparation of analyses required for actions related to employees. The system is housed internally in Sharepoint. Completed CRIAs included the following:

- Lacey Act Implementation Plan De Minimis Exception Final Rule
- Animal Welfare, Amendment to Licensing Provisions and Requirements
- CA Office Closure
- Impact of Import Tuberculosis and Brucellosis Regulation
- Beltsville Lab Reorganization
- Revision of the Regulations Governing Certain GE Organisms
- Directed Reassignment for Unfunded Employee
- Establish a Creative Service Staff
- Closure of VS Ports of Entry (Champlain, NY & Derbyline, VT)
- Consolidation of Procurement and Specialized Contracting Branch
- Directive for Sensitive Property
- Directive for Agreement Services

APHIS takes proactive measures to reduce EEO complaint activity and engages in an aggressive training schedule to educate and provide guidance in the areas of EEO and Civil Rights to agency employees and stakeholders. The development and implementation of training, education, and awareness strategies by OCRDI reduces the likelihood of initial occurrences and possible reoccurrences.

The following trainings were provided in FY 2020:

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Diversity and Inclusion

- Self-Identification & Self-Reporting – over 300 participants per training
- Office of Diversity & Inclusion Mission Training – 30 participants per training
- USDA MRP Diversity & Inclusion Mission Training – 75 participants per training
- SEPM & Barrier Analysis Training – 30 participants per training

Counseling and Resolution

- Experienced Supervisors' Applied Workshop (ESAW): OCRDI in partnership with APHIS, Labor Relations, Employee Relations and the Training and Development Branch served as subject matter experts to present a program for experienced supervisors. This successful interactive workshop was presented to 48 participants on-site to Agency facilities throughout the country.
- Title VI and Title VII Training was given to employees at an Annual State Meeting in Richmond, Virginia to enhance state employees' knowledge on the distinction between employment and program complaints. A similar training was given to employees and management officials who worked for the combined state offices of Alabama and Tennessee.
- The issue of non-selection, which encompasses of 10% percent of APHIS EEO complaints, is addressed by APHIS EEO Specialists providing preventive measures in the EEO Observers Training. Two sessions were held in FY 20 with a total attendance of 72.

OCRDI ensures equal opportunity in the hiring process by participating as EEO Observers on interview panels throughout the fiscal year. OCRDI administers EEO Observer training to employees in other program areas who may be interested in serving in the role. The training provides guidance and tips on how to be an effective EEO Observer during interviews.

Element F. Responsiveness and Legal Compliance:

The OCRDI, Office of Diversity and Inclusion (ODI) serves as the leader and primary advisor in support of Executive Order 13583, a government-wide initiative to promote and manage diversity and inclusion within the federal workforce. ODI provides support and guidance to special emphasis programs and managers, by sponsoring training/educational opportunities and cultural programs to expand the diversity and inclusion mission.

The Diversity & Inclusion team ensures timely and full compliance with EEOC orders, requests, and agreements. A Compliance Report is written sent on behalf of the Agency to acknowledge the receipt of a technical assistance letter and its contents. Meetings are scheduled with EEOC representatives to rectify any EEO concerns that are brought to the attention of the OCRDI Director.

The No FEAR Act report is submitted to the Department and the EEOC in a timely fashion and uploaded to the APHIS public website on a quarterly basis. APHIS remains responsive and within legal compliance as established by the EEOC, and consistently shows its dedication to EEO by its commitment from leadership, integration into the Agency's strategic mission, management and program accountability, proactive prevention of unlawful discrimination, and efficiency.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

APHIS Workforce Profile Data Analysis

FY 2020

Please note that this analysis is based on previous tables pulled by NFC Insight system on January 5, 2021.

Total Workforce

In FY 2020, there were 8,387 total employees (5,780 permanent and 2,607 temporary). The total workforce is comprised of 59.71% male and 40.29% female.

The demographic of APHIS total workforce is as follows: Hispanic males – 6.77% (568); Hispanic females – 4.15% (348); White males – 43.39% (3639); White females – 26.92% (2,258); Black males – 3.18% (267); Black females – 5.40% (453); Asian males – 4.28% (359); Asian females – 2.44% (205); Native Hawaiian or Other Pacific Islander (NHOPI) males – 0.85% (71); NHOPI females – 0.42% (35); American Indian or Alaska Native (AIAN) males – 0.73% (61); AIAN females – 0.55% (46); Two or more races (TMR) males – 0.51% (43); and TMR females – 0.41% (34).

Total females (females as a group), Hispanic females (HF), White females (WF), Black males (BM), and Black females (BF) continue to have a low participation rate in comparison to their respective Civilian Labor Force (CLF).

All other groups are at or above their respective CLF in FY 2020.

Underrepresented Groups	Total Workforce Rep. (%)	CLF (%)	FY 2020 Difference (Total workforce – CLF)
Hispanic females	4.15	4.79	-0.64
White females	26.92	34.03	-7.11
Black males	3.18	5.49	-2.31
Black females	5.40	6.53	-1.13
Females as a group (TF)	40.29	48.14	-7.85

In comparison to FY 2019, out of the underrepresented groups, the participation rate for females as a group, Hispanic females and White females increased. **The participation rate for Black males and Black females decreased.**

Recruitment activities and efforts continue to focus on groups with low participation. A targeted recruitment plan is developed each year to address groups with low participation.

(See Table A1)

Occupational Categories

Of the 1,888 permanent employees classified as “Official and Managers,” 49.68% (938) identify as male, and 50.32% (950) identify as female.

The race/ethnicity breakdown of the “Officials and Managers” category is as follows: Hispanic males (HM) – 4.50%; Hispanic female (HF) – 2.91%; White male (WM) – 36.07%; White female (WF) – 31.04%; Black male (BM) – 5.46%; Black female (BF) – 13.14%; Asian male (AM) – 2.60%; Asian female (AF) – 1.91%; Native Hawaiian or Other Pacific Islander male (NHOPI) – 0.26%; Native Hawaiian or Other Pacific Islander female (NHOPIF) – 0.26%; American Indian or Alaska Native male (AIANM) – 0.58%; American Indian or Alaska Native female (AIANF) – 0.74%; Two or More Races male (TMRM) – 0.21%; and Two or More Races female (TMRF) – 0.32%.

There are 2,121 (40.87%) identified in the “Professional” category, 554 (10.67%) identified in the “Technician” category, 417 (8.03%) identified in the “Service Worker” category, and 108 (2.08%) identified in the “Administrative Support” category.

Of the 2,121 employees identified in the “Professional” category, 58.79% identify as males and 41.21% identify as females. The race/ethnicity breakdown of the “Professional” category is as follows: HM – 6.27%; HF – 4.38%; WM – 43.52%; WF – 29.75%; BM – 3.06%; BF – 3.58%; AM – 4.86%; AF – 2.64%; NHOPI – 0.33%; NHOPIF – 0.14%; AIANM – 0.57%; AIANF – 0.52%; TMRM – 0.19%; and TMRF – 0.19%.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

(See Table A3)

Participation Rate for General Schedule (GS) Grades

Participation rates in various grade levels should mirror the participation rate of the workforce. A glass ceiling may be present if the participation rate of lower grade levels is higher than that of higher grade levels/leadership positions. The following triggers were found:

- **Though the HM participation rate in the GS-07 grade level is 10.93%, the participation rate in the GS-09 level is 5.37%.**
- **Though the HM participation rate in the GS-12 grade level is 5.58%, the participation rate in the GS-13 level is 3.94%.**
- **Though the HF participation rate in the GS-07 grade level is 8.57%, the participation rate in the GS-09 level is 2.68%.**
- **Though the HF participation rate in the GS-11 grade level is 5.99%; the participate rate in the GS-12 level is 3.96%**
- **Though the AM participation rate in the GS-14 grade level is 3.69% and the GS-15 level is 3.57%, the participation rate in the SES category is 0%.**

The percentages for the higher grades in each of the triggers listed are below the permanent workforce participation rates for their respective groups.

(See Table A4P)

Salary

To maintain the integrity of this report, we will not include an analysis for Table A5, as we have not received reliable data from our primary data source (National Finance Center). We will include an analysis for salary tables in FY 21.

(See Table A5P)

Participation Rates for Major Occupations

Though our Mission Critical Occupations (MCOs) are 0201 – Human Resources Management, 0401 – General Biological Science, 0403 - Microbiology, 0404 – Biological Science Technician, 0421 – Plant Protection and Quarantine Technician, 0486 – Wildlife Biology, 0701 – Veterinary Medical Science, 0704 – Animal Health Technician, and 2210 – Information Technology Management, currently NFC Insight is unable to showcase the participation rates for the 0201, 0403, 0404, and 2210 series. It is our intent to include an analysis of these MCOs in FY 21.

0401 – General Biological Science

The following groups have a low participation rate in the 0401 series: Females as a group (-7.57); White males (-4.91); White females (-10.25); AIAN males (-3.40); and AIAN females (-3.40).

0486 – Wildlife Biology

The following groups have a low participation rate in the 0486 series: Females as a group (-31.16); Hispanic females (-1.56); White females (-23.41); Black males (-0.93); Black females (-1.80); NHOPI females (-0.20); AIAN males (-3.29); AIAN females (-4.03); TMR males (-0.40); and TMR females (-0.30).

0421 – Plant Protection and Quarantine Technician

The following groups have a low participation rate in the 0421 series: Females as a group (-11.81); White males (-13.82); White females (-14.22); Black females (-4.13); AIAN males (-4.43); and AIAN females (-6.03).

0701 – Veterinary Medical Science

The following groups have a low participation rate in the 0701 series: Males as a group (-20.11); White males (-23.02); NHOPI males (-0.10); AIAN females (-0.50); TMR males (-0.20); and TMR females (-0.20).

0704 – Animal Health Technician

The following groups have a low participation rate in the 0704 series: Females as a group (-40.82); Hispanic females (-1.15); White females (-28.70); Black males (-0.79); Black females (-7.24); Asian females (-0.10); NHOPI females (-0.50); AIAN females (-2.02); and TMR females (-0.50).

(See Table A6P)

New Hires

In FY 2020, there were a total of 1,186 new hires (482 permanent and 704 temporary). Of the total permanent new hires, 54.15% (261) were male and 45.85% (221) were female.

The race/ethnicity breakdown of permanent new hires is as follows: HM – 6.02% (29); HF – 4.36% (21); WM – 40.04% (193); WF – 34.02% (164); BM – 5.19% (25); BF – 5.19% (25); AM – 2.07% (10); AF – 1.45% (7); NHOPI – 0% (0); NHOPIF – (0.41%); AIANM – 0.41% (2); AIANF – 0.41% (2); TMRM – 0.41% (2); and

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

TMRF – 0% (0). *Out of the five APHIS underrepresented groups, a trigger is present for total females, Hispanic females, and Black females regarding new hires, in comparison to their respective CLF.* All other groups' participation rate in retrospect to new hires are at or above the CLF (or below the CLF with a margin less than 1%).

(See Table A8)

Leadership Development Training

Please note: A/B12 and A/B20 data is not included within the EEOC Excel template because APHIS leadership development programs are not separated by individual grade levels – APHIS groups grade levels by experience for leadership development programs.

In FY 2020, there were a total of 109 participants in the APHIS leadership development trainings (FLDP, ILDP, LDPM, ALDP). Of the total participants, 44.04% (48) were male and 55.96% (61) were female. The RNO breakdown is as follows: HM – 2.75% (3); HF – 5.50% (6); WM – 36.70% (40); WF – 40.37% (44); BM – 1.83% (2); BF – 7.34% (8); AM – 1.83% (2); AF – 1.83% (2); AIANM – 0.92% (1); and TMRF – 0.92% (1).

In FY 2020 there were a total of 32 participants in the Harvard Brookings and FEI trainings. These trainings are geared toward senior leaders. Of the total participants 43.75% (14) were male and 56.25% (18) were female. The RNO breakdown is as follows: HM – 3.13% (1); WM – 37.50% (12); WF – 46.88% (15); BM – 3.13% (1); BF – 6.25% (2); and TMRF – 3.13% (1).

In FY 2020 there were a total of 20 participants in the Experienced Supervisor Applied Workshop (ESAW) training. Of the total participants, 55% (11) were male and 45% (9) were female. The RNO breakdown is as follows: WM – 40% (8); WF – 35% (7); BM – 5% (1); BF – 10% (2); and AM – 10% (2).

In FY 2020 there were a total of 94 participants in the Fundamentals of Human Resources Management (FHRM) training. Of the total participants, 50% (47) were male and 50% (47) were female. The RNO breakdown is as follows: HM – 6.38% (6); HF – 2.13% (2); WM – 36.17% (34); WF – 40.43% (38); BM – 3.19% (3); BF – 5.32% (5); AM – 3.19% (3); AF – 1.06% (1); and TMRM – 1.06% (1).

Employee Recognition and Awards

The Employee Recognition and Awards table is analyzed to ensure fair distribution of awards regardless of gender and/or race and national origin. A trigger maybe present if the percentage of awards given to a specific group is less than the group's workforce participation rate (with a margin less than 1% for groups with larger participation and less than half for groups with smaller participation).

Time-Off Awards 1 – 9 Hours

There was a total of 212 Time-Off Awards (1 – 9 Hours) given for a total of 1,620 hours (average hours = 8). Males received 56.60% and females received 43.40% of the awards. The following groups have a participation rate in this category that is lower than that of their respective workforce participation rate: White males (41.04%; Workforce: 43.39%); *Asian females (1.42%; Workforce: 2.44%); NHOPI males (0%; Workforce: 0.85%); NHOPI females (0%; Workforce: 0.42%); and TMR males (0%; Workforce: 0.51%).*

Time-Off Awards 9+ Hours

There was a total of 406 Time-Off Awards (9+ Hours) given for a total of 10,872 hours (average hours = 27). Males received 43.10% and females received 56.90% of the awards. The following groups have a participation rate in this category that is lower than that of their respective workforce participation rate: *Hispanic males (2.22%; Workforce: 6.77%);* White males (33.25%; Workforce: 43.39%); *Asian males (3.20%; Workforce: 4.28%); and NHOPI males (0.25%; Workforce: 0.85%).*

Cash Awards under \$100 - \$500

There was a total of 5,389 Cash Awards (\$100 – \$500) given for a total amount of \$1,843,479 (average amount = \$342). Males received 48.58% and females received 51.42% of the awards. The following groups have a participation rate in this category that is lower than that of their respective workforce participation rate: White males (34.09%; Workforce: 43.39%); *Asian males (2.56%; Workforce: 4.28%); Asian females (1.82%; Workforce: 2.44%); NHOPI males (0.41%; Workforce: 0.85%); and NHOPI females (0.15%; Workforce: 0.42%).*

Cash Awards \$500+

There was a total of 12,554 Cash Awards (\$500+) given for a total amount of \$13,061,948 (average amount = \$1,040). Males received 57.26% and females received 42.74% of the awards. The following groups have a participation rate in this category that is lower than that of their respective workforce participation rate: White males (36.34%; Workforce: 43.39%); *NHOPI males (0.41%; Workforce: 0.85%); and TMR males (0.25%; Workforce: 0.51%).*

Quality Step Increases (QSI)

There was a total of 105 QSIs given for a total benefit of \$287,853 (average benefit = \$2,741). Males received 41.90% and females received 58.10% of the awards. The following groups have a participation rate in this category that is lower than that of their respective workforce participation rate: *White males (23.81%; Workforce: 43.39%); Black males (0%; Workforce: 3.18%); Black females (1.90%; Workforce: 5.40%); and Asian males (2.86%; Workforce: 4.28%).*

(See Table A13)

USDA Animal and Plant Health Inspection Service

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Separations

In comparison to FY 2019, APHIS saw a significant decrease in separations in FY 2020. There were 398 total separations (363 voluntary; 35 involuntary). Of the total, 52.26% were male and 47.74% were female. The RNO groups with a total separation rate above their participation rate in the total permanent workforce (TWF) are as follows: **Hispanic males (involuntary: 8.57%); Black males (involuntary: 11.43%); Black females (voluntary: 10.19%; involuntary: 8.57%);** AIAN males (voluntary: 1.10%); AIAN females (voluntary: 1.10%); and TMR males (voluntary: 1.38%).

(See Table A14)

Summary of Applicant Flow Data by RNO and Sex

New Hires for Mission-Critical Occupations

APHIS recognizes nine series as major occupations (MCOs), with two designated government wide MCOs. The nine MCOs include: 0201 – Human Resources Management; 0401 – General Biological Science; 0403 – Microbiologist; 0404 – Biological Science Technician; 0421 – Plant Protection and Quarantine Technician; 0486 – Wildlife Biologist; 0701 – Veterinary Medical Officer; 0704 – Animal Health Technician; and 2210 – Information Technology.

0201 – Human Resources Management

Not applicant flow data exists for 0201 series.

0401 – General Biological Science

In FY 2020, APHIS received 5035 applications for the 0401 series and 197 positions were filled. The gender breakdown is as follows: males – 45.63% qualified (40.61% selected); and females – 29.48% qualified (31.47% selected). A trigger may exist for the following groups: **Black females (3.24% qualified; 2.45% referred; 1.52% selected); Asian males (11.10% qualified; 16.20% referred; 5.58% selected); and Asian females (3.59% qualified; 4.48% referred; 2.03% selected).**

0403 – Microbiology

In FY 2020, APHIS received 167 applications for the 0403 series and 4 positions were filled. The gender breakdown is as follows: males – 33.82% qualified (0% selected); and females – 30.88% qualified (50% selected). Due to only four positions filled in FY 2020, no triggers exist for this series.

0404 – Biological Science Technician

In FY 2020, APHIS received 3083 applications for the 0404 series and 88 positions were filled. The gender breakdown is as follows: males – 35.95% qualified (51.14% selected); and females – 32.29% qualified (22.73% selected). A trigger may exist for the following groups: **Females as a group (43.29% qualified; 25.06% referred; 22.73% selected); Hispanic females (4.70% qualified; 2.95% referred; 1.14% selected); and White females (22.98% qualified; 18.67% referred; 14.77% selected).**

0421 – Plant Protection and Quarantine Technician

In FY 2020, APHIS received 1737 applications for the 0421 series and 97 positions were filled. The gender breakdown is as follows: males – 40.03% qualified (39.18% selected); and females – 29.03% qualified (31.96% selected). A trigger may exist for **Black females (2.11% qualified; 1.15% referred; 0% selected).**

0486 – Wildlife Biology

In FY 2020, APHIS received 2593 applications for the 0486 series and 46 positions were filled. The gender breakdown is as follows: males – 36.02% qualified (50.00% selected); and females – 34.79% qualified (19.57% selected). A trigger may exist for **Females as a group (34.79% qualified; 26.86% referred; 19.57% selected).**

0701 – Veterinary Medical Officer

In FY 2020, APHIS received 1226 applications for the 0701 series and 93 positions were filled. The gender breakdown is as follows: males – 28.32% qualified (23.66% selected); and females – 45.66% qualified (53.76% selected). A trigger may exist for the following groups: A trigger may exist for **Black females (7.40% qualified; 7.45% referred; 3.23% selected).**

0704 – Animal Health Technician

In FY 2020, APHIS received 1016 applications for the 0704 series and 39 positions were filled. The gender breakdown is as follows: males – 26.98% qualified (61.54% selected); and females – 40.79% qualified (20.51% selected). A trigger may exist for **Black females (3.07% qualified; 0.96% referred; 0% selected).**

2210 – Information Technology

In FY 2020, APHIS received 322 applications for the 2210 series and 6 positions were filled. The gender breakdown is as follows: males – 52.98.95% qualified (33.33% selected); and females – 20.0% qualified (33.33% selected). No triggers exist for this series.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

(See Table A7)

Internal Competitive Promotions for Major Occupations

0201 – Human Resources Management

In FY 2020, APHIS received 422 internal applications for the 0201 series and 18 positions were filled. The gender breakdown is as follows: males – 28.48% qualified (38.89% selected); and females – 46.36% qualified (33.33% selected). A trigger may exist for **Black females (24.50% qualified; 20.50% referred; 11.11% selected)**.

0401 – General Biological Science

In FY 2020, APHIS received 301 internal applications for the 0401 series and 15 positions were filled. The gender breakdown is as follows: males – 48.91% qualified (53.33% selected); and females – 21.74% qualified (13.33% selected). A trigger may exist for the following groups: **Hispanic females (9.78% qualified; 9.78% referred; 6.67% selected); White females (9.78% qualified; 9.78% referred; 6.67% selected); Black males (7.61% qualified; 7.61% referred; 0% selected), Asian males (4.35% qualified; 4.35% referred; 0% selected); and Asian females (2.17% qualified; 2.17% referred; 0% selected)**.

0403 – Microbiology

In FY 2020, APHIS received 7 internal applications for the 0403 series and 1 position was filled. The one selection omitted their gender and RNO data.

0404 – Biological Science Technician

In FY 2020, APHIS received 50 internal applications for the 0404 series and 0 positions were filled.

0421 – Plant Protection and Quarantine Technician

In FY 2020, APHIS received 20 internal applications for the 0421 series and 2 positions were filled. Both positions were filled by White males.

0486 – Wildlife Biology

In FY 2020, APHIS received 224 internal applications for the 0486 series and 31 positions were filled. The gender breakdown is as follows: males – 53.95% qualified (58.065% selected); and females – 6.58% qualified (0% selected). A trigger may exist for the following groups: **Females as a group (6.58% qualified; 6.67% referred; 0% selected); White females (6.58% qualified; 6.67% referred; 0% selected); and NHOPI males (2.63% qualified; 2.67% referred; 0% selected)**.

0701 – Veterinary Medical Officer

In FY 2020, APHIS received 16 internal applications for the 0701 series and 1 position was filled. Due to only one position filled in FY 2020, no triggers exist for this series.

0704 – Animal Health Technician

In FY 2020, APHIS received 95 internal applications for the 0704 series and 5 positions were filled. The gender breakdown is as follows: males – 66.67% qualified (60.0% selected); and females – 12.50% qualified (20% selected). Due to only five positions filled in FY 2020, no triggers exist for this series.

2210 – Information Technology

In FY 2020, APHIS received 536 applications for the 2210 series and 22 positions were filled. The gender breakdown is as follows: males – 59.91 % qualified (40.91% selected); and females – 14.29% qualified (31.82% selected). A trigger may exist for the following groups: **Black males (10.14% qualified; 10.14% referred; 0% selected); Asian males (10.60% qualified; 10.60% referred; 0% selected); and Asian females (1.38 qualified; 1.38% referred; 0% selected)**.

In the 0201 and 0401 the internal selection rate for white males was almost double that of their rate of which the group applied, was qualified, and referred.

Series	Internal Applications	Qualified	Referred	Selected
0201	11.61%	12.58%	12.58%	27.78%
0401	15.61%	23.91%	23.91%	40.0%

(See Table A9)

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Internal Selections for Senior Levels

In FY 2020, 1805 applications were received for the GS-13 level (75 selected), 1445 applications were received for the GS-14 level (35 selected), and 273 applications were received for the GS-15 level (10 selected). No triggers were found in the female as a group nor male as a group category. The race/ethnicity breakdown of the internal selections for senior level positions is as follows:

Hispanic Employees

For GS-13 level positions, the relevant applicant pool is as follows: Hispanic males (5.58%); Hispanic females (3.96%). Hispanic males were 6.20% of the total applications received, 7.14% of those qualified, 7.15% of those referred, and 6.67% of those selected. Hispanic females were 1.77% of the total applicants received, 1.64% of those qualified, 1.56% of those referred, and 1.33% of those selected.

In comparison to the relevant applicant pool, a trigger may exist for Hispanic females regarding internal applicants.

For GS-14 level positions, the relevant applicant pool is as follows: Hispanic males (3.94%); Hispanic females (2.36%). Hispanic males were 5.54% of the total applications received, 4.69% of those qualified, 4.65% of those referred, and 2.86% of those selected. Hispanic females were 2.35% of the total applicants received, 1.43% of those qualified, 1.5% of those referred, and 2.86% of those selected.

For GS-15 level positions, the relevant applicant pool is as follows: Hispanic males (2.66%); Hispanic females (2.36%). Hispanic males were 2.56% of the total applications received, 2.63% of those qualified, 2.67% of those referred, and 10.0% of those selected. Hispanic females were 2.93% of the total applicants received, 1.32% of those qualified, 1.33% of those referred, and 10% of those selected.

White Employees

For GS-13 level positions, the relevant applicant pool is as follows: White males (38.43%); White females (34.47%). White males were 22.66% of the total applications received, 24.70% of those qualified, 24.88% of those referred, and 25.33% of those selected. White females were 11.08% of the total applicants received, 12.50% of those qualified, 12.75% of those referred, and 24% of those selected.

In comparison to the relevant applicant pool, a trigger may exist for White females regarding internal applicants.

For GS-14 level positions, the relevant applicant pool is as follows: White males (37.8%); White females (33.63%). White males were 22.08% of the total applications received, 22.95% of those qualified, 24.02% of those referred, and 28.57% of those selected. White females were 9.20% of the total applicants received, 9.39% of those qualified, 9.61% of those referred, and 8.57% of those selected. ***In comparison to the relevant applicant pool, a trigger may exist for White females regarding internal applicants.***

For GS-15 level positions, the relevant applicant pool is as follows: White males (41.65%); White females (32.94%). White males were 24.54% of the total applications received, 26.32% of those qualified, 26.67% of those referred, and 20.0% of those selected. White females were 5.86% of the total applicants received, 7.24% of those qualified, 7.33% of those referred, and 40% of those selected. ***In comparison to the relevant applicant pool, a trigger may exist for White females regarding internal applicants.***

Black Employees

For GS-13 level positions, the relevant applicant pool is as follows: Black males (3.33%); Black females (7.83%). Black males were 9.86% of the total applications received, 8.93% of those qualified, 8.55% of those referred, and 2.67% of those selected. Black females were 13.46% of the total applicants received, 13.39% of those qualified, 12.91% of those referred, and 8% of those selected.

A trigger may be present for Black males and females regarding selections.

For GS-14 level positions, the relevant applicant pool is as follows: Black males (5.06%); Black females (9.90%). Black males were 9.48% of the total applications received, 9.39% of those qualified, 10.06% of those referred, and 2.86% of those selected. Black females were 14.05% of the total applicants received, 15.51% of those qualified, 13.96% of those referred, and 11.43% of those selected. ***A trigger may be present for Black males regarding selections.***

For GS-15 level positions, the relevant applicant pool is as follows: Black males (3.84%); Black females (8.57%). Black males were 16.48% of the total applications received, 14.47% of those qualified, 14% of those referred, and 0% of those selected. Black females were 9.16% of the total applicants received, 7.24% of those qualified, 7.33% of those referred, and 0% of those selected. ***A trigger may be present for Black males and females regarding selections.***

Asian American Employees

For GS-13 level positions, the relevant applicant pool is as follows: Asian males (2.97%); Asian females (1.98%). Asian males were 4.32% of the total applications received, 3.57% of those qualified, 3.58% of those referred, and 2.67% of those selected. Asian females were 1.44% of the total applicants received, 0.89% of those qualified, 0.93% of those referred, and 0% of those selected.

A trigger may be present for Asian females regarding qualified applicants, referred applicants, and selections.

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For GS-14 level positions, the relevant applicant pool is as follows: Asian males (3.60%); Asian females (1.35%). Asian males were 3.46% of the total applications received, 3.26% of those qualified, 3% of those referred, and 2.86% of those selected. Asian females were 2.08% of the total applicants received, 2.22% of those qualified, 2.25% of those referred, and 2.86% of those selected.

For GS-15 level positions, the relevant applicant pool is as follows: Asian males (3.69%); Asian females (2.51%). Asian males were 5.49% of the total applications received, 7.24% of those qualified, 7.33% of those referred, and 0% of those selected. Asian females were 0.37% of the total applicants received, 0% of those qualified, 0% of those referred, and 0% of those selected. **A trigger may be present for Asian males regarding selections and a trigger may be present for Asian females regarding internal applicants, qualified applicants, referred applicants, and selections.**

Native Hawaiian or Pacific Islander (NHOPI) Employees

For GS-13 level positions, the relevant applicant pool is as follows: NHOPI males (0.18%); NHOPI females (0%). NHOPI males were 0.28% of the total applications received, 0.60% of those qualified, 0.62% of those referred, and 0% of those selected. NHOPI females were 0% of the total applications received, qualified, referred, and selected.

For GS-14 level positions, the relevant applicant pool is as follows: NHOPI males (0.11%); NHOPI females (0.22%). NHOPI males were 0.14% of the total applications received, 0.26% of those qualified, 0.30% of those referred, and 0% of those selected. NHOPI females were 0% of the total applications received, qualified, referred, and selected. **In comparison to the relevant applicant pool, a trigger may exist for NHOPI females regarding internal applicants.**

For GS-15 level positions, the relevant applicant pool is as follows: NHOPI males (0.15%); NHOPI females (0.44%). NHOPI males and females did not apply for any GS-15 positions.

American Indian or Alaska Native (AIAN) Employees

For GS-13 level positions, the relevant applicant pool is as follows: AIAN males (0.72%); AIAN females (0.27%). AIAN males were 0.39% of the total applications received, 0.30% of those qualified, 0.31% of those referred, and 0% of those selected. AIAN females were 0.33% of the total applicants received, 0.30% of those qualified, 0.31% of those referred, and 0% of those selected. **A trigger may be present for AIAN males and females regarding selections.**

For GS-14 level positions, the relevant applicant pool is as follows: AIAN males (0.79%); AIAN females (0.79%). AIAN males were 0.48% of the total applications received, 0.13% of those qualified, 0.15% of those referred, and 0% of those selected. AIAN females were 0.35% of the total applicants received, 0.52% of those qualified, 0.60% of those referred, and 0% of those selected. **A trigger may be present for AIAN males regarding qualified applicants and AIAN males and females regarding selections.**

For GS-15 level positions, the relevant applicant pool is as follows: AIAN males (0.74%); AIAN females (0.44%). AIAN males were 0.73% of the total applications received, 1.32% of those qualified, 1.33% of those referred, and 0% of those selected. AIAN females did not apply for any GS-15 positions. **A trigger may be present for AIAN males regarding selections.**

Two or More Races (TMR) Employees

For GS-13 level positions, the relevant applicant pool is as follows: TMR males (0.09%); TMR females (0.18%). TMR males were 0.66% of the total applications received, 1.04% of those qualified, 1.09% of those referred, and 2.67% of those selected. TMR females were 0.55% of the total applicants received, 0.60% of those qualified, 0.62% of those referred, and 0% of those selected.

For GS-14 level positions, the relevant applicant pool is as follows: TMR males (0.34%); TMR females (0.11%). TMR males were 0.55% of the total applications received, 0.78% of those qualified, 0.90% of those referred, and 2.86% of those selected. TMR females were 0.83% of the total applicants received, 0.39% of those qualified, 0.45% of those referred, and 0% of those selected.

For GS-15 level positions, the relevant applicant pool is as follows: TMR males (0%); TMR females (0%). TMR males did not apply for any GS-15 positions. TMR females were 0.37% of the total applicants received, 0% of those qualified, 0% of those referred, and 0% of those selected.

APHIS' Table A11 does not depict the applicant flow for the SES level because this data is captured on a department level.

(See Table A11)

Persons with Disabilities and Persons with Targeted Disabilities (PWD/PWTD)

Please note that this analysis is based on previous tables pulled by Insight system on January 5, 2021.

Total Workforce

In FY 2020, there were a total of 708 permanent employees who identified as a Persons with Disabilities (PWD) and 188 permanent employees who identified as a Persons with Targeted Disabilities (PWTD). In comparison to FY 2019, there was an increase of 36 PWDs and a decrease of 13 PWTDs in FY 2020. PWDs represent 12.28% of the permanent workforce and PWTDs represent 3.26% of the permanent workforce. APHIS exceeded the EEOC goal of 12% for PWDs and 2% for PWTDs in FY 2020.

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Recruitment activities and efforts continue to focus on PWDs, PWTDS, and veterans. A targeted recruitment plan is developed each year to address these groups.

(See Table B1)

Occupational Categories

In the "Official and Managers" category, 12.99% (244) identify as PWD, and 3.46% (65) identify as PTWD. In the "Professional" category, 9.74% (206) identify as PWD and 2.36% (50) identify as PWTDS. In the "Technician" category, 9.75% (54) identify as PWD and 2.71% (15) identify as PWTDS. In the "Administrative Support" category, 32.71% (35) identify as PWD and 7.48% (8) identify as PWTDS. In the "Service Workers" category, 11.48% (48) identify as PWD and 3.59% (15) identify as PWTDS.

(See Table B3-1)

Participation Rate for General Schedule (GS) Grades

Participation rates in various grade levels should mirror the participation rate of the workforce. A glass ceiling may be present if the participation rate of lower grade levels is higher than that of higher grade levels/leadership positions. The following triggers were found:

- *Though the PWD participation rate in the GS-04 grade level is 23.94%, the participation rate in the GS-05 level is 13.21%.*
- *Though the PWD participation rate in the GS-07 grade level is 17.93%, the participation rate in the GS-09 is 11.11%.*
- *Though the PWTDS participation rate in the GS-04 grade level is 7.04%, the participation rate in the GS-05 level is 3.77%.*
- *The participation rates for the following grades are below the 12% benchmark for PWD: GS-09, GS-11, GS-12, GS-14, and GS-15.*

(See Table B4P)

Salary

To maintain the integrity of this report, we will not include an analysis for Table B5 as we have not received reliable data from our primary data source (National Finance Center). We will include an analysis for salary tables in FY 21.

(See Table B5P)

Participation Rates for Major Occupations

Though our Mission Critical Occupations (MCOs) are 0201 – Human Resources Management, 0401 – General Biological Science, 0403 - Microbiology, 0404 – Biological Science Technician, 0421 – Plant Protection and Quarantine Technician, 0486 – Wildlife Biology, 0701 – Veterinary Medical Science, 0704 – Animal Health Technician, and 2210 – Information Technology Management, currently NFC Insight is unable to showcase the participation rates for the 0201, 0403, 0404, and 2210 series. It is our intent to include an analysis of these MCOs in FY 21. Below reflects the triggers found for each MCO series.

PWDs have a low participation rate in the following series: 0401 (-1.84); 0486 (-8.5); and 0704 (-2.2). PWTDS do not have a low participation rate in the MCOs.

(See Table B6P)

New Hires

In FY 2020, of the total permanent new hires, 12.5% (60) were identified as PWD and 2.29% (11) were identified as PWTDS. There are no triggers present for PWD or PWTDS for permanent new hires.

(See Table B8)

Employee Recognition and Awards

The Employee Recognition and Awards table is analyzed to ensure fair distribution of awards regardless of gender and/or race and national origin. A trigger maybe present if the percentage of awards given to a specific group is less than the group's workforce participation rate (with a margin less than 1% for groups with larger participation and less than half for groups with smaller participation).

Time-Off Awards 1 – 9 Hours

There was a total of 212 Time-Off Awards (1 – 9 Hours) given for a total of 1,620 hours (average hours = 8). PWD received 12.74% and PWTDS received 1.89% of the awards. *PWTDS have a participation rate in this category that is lower than that of their respective workforce participation rate (1.89%; Workforce 2.88%).*

Time-Off Awards 9+ Hours

There was a total of 405 Time-Off Awards (9+ Hours) given for a total of 10,872 hours (average hours = 27). PWD received 14.07% and PWTDS received 4.20% of the awards.

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Cash Awards under \$100 - \$500

There was a total of 5,387 Cash Awards (\$100 – \$500) given for a total amount of \$1,842,355 (average amount = \$342). PWD received 11.94% and PWTD received 3.56% of the awards.

Cash Awards \$500+

There was a total of 12,542 Cash Awards (\$500+) given for a total amount of \$13,052,178 (average amount = \$1,04). PWD received 10.09% and PWTD received 2.72% of the awards.

Quality Step Increases (QSI)

There was a total of 104 QSIs given for a total benefit of \$286,286 (average benefit = \$2,753). PWD received 9.62% and PWTD received 4.81% of the awards. ***PWD have a participation rate in this category that is lower than that of their workforce participation rate.***

(See Table B13)

Separations

In comparison to FY 2019, APHIS saw an increase in PWD and PWTD separations in FY 2020. Of the total separations, 16.58% were identified as PWD and 4.02% were identified as PWTD.

Of the voluntary separations, 14.6% (53) identified as PWD and 3.03% (11) identified as PWTD.

A trigger exists for PWD in voluntary separations.

Of the involuntary separations, 37.14% (13) identified as PWD and 14.29% (5) identified as PWTD.

A trigger exists for PWD and PWTD in involuntary separations.

(See Table B14)

Summary of Applicant Flow Data by PWD/PWTD

New Hires for Mission-Critical Occupations

APHIS recognizes nine series as major occupations (MCOs), with two designated government wide MCOs. The nine MCOs include: 0201 – Human Resources Management; 0401 – General Biological Science; 0403 – Microbiologist; 0404 – Biological Science Technician; 0421 – Plant Protection and Quarantine Technician; 0486 – Wildlife Biologist; 0701 – Veterinary Medical Officer; 0704 – Animal Health Technician; and 2210 – Information Technology.

0201 – Human Resources Management

Not applicant flow data exists for 0201 series.

0401 – General Biological Science

In the 0401 series, a trigger may exist for PWTD (2.19% qualified; 2.81% referred; 0.51% selected).

0403 – Microbiology

No triggers identified.

0404 – Biological Science Technician

In the 0404 series, a trigger may exist for PWD (2.40% applied; 2.08% qualified; 2.21% referred; 1.14% selected) and PWTD (1.69% applied; 1.29% qualified; 0.25% referred; 0% selected).

0421 – Plant Protection and Quarantine Technician

In the 0421 series, a trigger may exist for PWD (2.53% applied; 2.47% qualified; 3.45% referred; 1.03% selected) and PWTD (1.21% applied; 1.06% qualified; 1.38% referred; 0% selected).

0486 – Wildlife Biology

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In the 0421 series, a trigger may exist for PWD (2.58% applied; 2.7% qualified; 1.41% referred; 0% selected) and PWTD (1.81% applied; 1.94% qualified; 0.35% referred; 0% selected).

0701 – Veterinary Medical Officer

In the 0701 series, a trigger may exist for PWD (0.65% applied; 0.13% qualified; 0.13% referred; 0% selected).

0704 – Animal Health Technician

No triggers identified.

2210 – Information Technology

No triggers identified.

(See Table B7)

Internal Competitive Promotions for Major Occupations

0201 – Human Resources Management

No triggers identified.

0401 – General Biological Science

In the 0701 series, a trigger may exist for PWTD (3.32% applied; 4.35% qualified; 4.35% referred; 0% selected).

0403 – Microbiology

There were no internal promotions in the 0403 series.

0404 – Biological Science Technician

No triggers identified.

0421 – Plant Protection and Quarantine Technician

No triggers identified.

0486 – Wildlife Biology

In the 0486 series, a trigger may exist for PWD (4.46% applied; 2.63% qualified; 2.6% referred; 0% selected) and PWTD (0% applied; 0% qualified; 0% referred; 0% selected).

0701 – Veterinary Medical Officer

No triggers identified.

0704 – Animal Health Technician

In the 0704 series, a trigger may exist for PWD (9.47% applied; 12.5% qualified; 12.5% referred; 0% selected) and PWTD (0% applied; 0% qualified; 0% referred; 0% selected).

2210 – Information Technology

In the 2210 series, a trigger may exist for PWD (11.01% applied; 11.06% qualified; 11.06% referred; 0% selected) and PWTD (0% applied; 0% qualified; 0% referred; 0% selected).

(See Table B9)

Internal Selections for Senior Levels

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The PWD/PWTD breakdown of the internal selections for senior level positions is as follows:

At the GS-13 grade level, a trigger may exist for PWTD (5.15% applied; 4.61% qualified; 4.51% referred; 1.33% selected.) At the GS-14 grade level, a trigger may exist for PWD (7.68% applied; 7.95% qualified; 8.41% referred; 0% selected) and PWTD (3.18% applied; 3% qualified; 3.15% referred; 0% selected).

At the GS-15 grade level, no triggers were identified.

APHIS' Table B11 does not depict the applicant flow for the SES level because this data is captured on a department level.

(See Table B11)

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As required by the MD-715 annual Status Report, the Self-Assessment Checklist, Part G is completed and attached. The Agency conducted the required review, and all agency documents are in place. Below are the accomplishments of each of APHIS' program

Civil Rights and Diversity Advisory Committees (CRDAC):

Office of Civil Rights, Diversity, and Inclusion (OCRDI)

In FY 2020, OCRDI received applicant flow data from the reporting system USAStaffing and completed a full analysis of the data. This system was put into place to service USDA. OCRDI also established quarterly meetings on best practices to capture applicant flow data and MD-715 Tables A12 and B12. It is expected for OCRDI to receive complete career development program applicant flow data in FY 21.

OCRDI also expanded the Disability Employment Program by establishing two co-National Special Emphasis Program Managers and created a process for utilizing American Sign Language (ASL)/Closing Captioning for all Agency programs.

Due to recent events in FY 2020, the Diversity and Inclusion Team was tasked to organize initiatives/forums/events etc., that address systemic racism and bias inside and outside the workplace, in hopes to facilitate uncomfortable conversations on the subject matter, and impactfully change the way we address race and bias. In doing so, the Team created a series of opportunities for discussion and learning in APHIS, entitled *Advancing Civil Rights in APHIS* (ACRIA), centered on the pervasive racial bias and systemic racism experienced by Black, Indigenous, and People of Color.

This initiative, centered around *social justice, diversity, equity, and inclusion in the workplace*, was designed to develop tools to equip managers and employees on how to facilitate and engage difficult conversations on race and move the Agency forward by eliminating unfounded premises and beliefs that may lead to decisions depriving marginalized people of opportunities.

Animal Care (AC)

In FY 2020, Animal Care's CRDAC and Tribal Liaison attended the Intertribal Agricultural Council (IAC) Annual Conference in Las Vegas, NV. The committee staff an APHIS booth and networked with conference attendees on APHIS program delivery, scholarships, intern opportunities and Safeguarding Natural Heritage Program. They also gathered information from several tribes on their animal related needs which included assistance with Spay/Neuter, Animal Control and student opportunities. AC's CRDAC also observed a spay/neuter clinic conducted by Student Initiative for Reservation Veterinary Services (SIRVS) at the Mille Lacs Band of Ojibwe reservation. The CRDAC also attended the Oklahoma Veterinary Medical Association (OVMA) Fall Conference at Oklahoma State University and conducted outreach to underrepresented veterinary seniors and advertised Veterinary Medical Officer (VMO) job positions to various veterinary schools.

Animal Care created a CRDAC sub-committee in response to nationwide social justice issues. The sub-committee researched and created materials to educate AC employees and performed the following:

- Developed a crisis statement which served as AC's initial response to the murder of George Floyd and the social justice movement.
- Participated in weekly meetings to discuss, plan, and prepare posts on civil rights and social justice issues and concerns for the AC Weekly Newsletter
- Responded to complaints received from Office of Special Counsel and others regarding materials shared.
- Researched appropriate resources on civil rights and social justice issues to include as reference materials.
- Brainstormed strategy and ideas to include in the AC Injustice all employee webinars.
- Researched and continuously reviewed video's, articles, and other resources for inclusion in AC-all webinar.

Animal Care also revamped the AgDiscovery experience to be completely virtual with interactive presentations. Committee members assisted with development of the flyer to advertise virtual camps, developed Student Opportunities presentation, revamping Animal Welfare Act (AWA) and Horse Protection Act (HPA) presentations to conform to the new format, reviewed virtual exercises, coordinated with universities to deliver ten programs virtually, and served as presenters. This met the goal of increasing AC's participation in Ag Discovery programs. The AC CRDAC also conducted outreach to vocational high schools, veterinary schools, and veterinary tech schools to establish points of contact and discuss USDA/AC internship and externship opportunities.

Animal Care also developed and delivered, "A Seat at the Table: Nurturing an Inclusive Environment" webinar to the entire AC staff.

Biotechnology Regulatory Services (BRS)

In FY 2020, BRS CRDAC supported BRS' Initiative and Working Group on Equity through data analysis and barrier analysis. The BRS CRDAC assisted on interviews, and/or recruitment and distribution of vacancy announcements to fill vacant positions in BRS leveraging other agency contacts. This was very helpful in getting a good candidate pool. The CRDAC also continued to educate BRS staff of opportunities beyond those provided by APHIS for professional development, scholarship, and internship opportunities.

In FY 2020, the BRS CRDAC sent emails to program employees reminding them of the importance of self-identifying whether they have a disability and identified opportunities and potential resources that will allow more hiring to be conducted for those with targeted disabilities.

BRS SEPMS coordinated and supported Special Emphasis Observances and activities, as listed below:

BRS collaborated with APHIS African American SEPMS for collaborative programming in recognition of Black History Month, researched Black History Month activities near APHIS Headquarters, Fort Collins, and Raleigh Hubs, and drafted an email of activities for BRS staff to do in celebration of Black History Month.

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BRS participated in the APHIS National Women's History Month Observance and APHIS Flash Mentoring Event. The BRS CRDAC was represented by program women leaders who helped by volunteering to be mentors for the APHIS Flash Mentoring Event. BRS developed the history of the 19th Amendment timeline poster for the event. The guest speaker, Diana Bailey, Executive Director of the Maryland Women's Heritage Center and curator of the Maryland Suffragists exhibit, asked for a pdf copy of the poster which was approved and delightfully given to her for future events.

BRS also generated data and information to recommend an APHIS or MRP-wide survey for LGBTQ+ employees, as very little data is collected for this segment of our workforce.

Due to the coronavirus pandemic (COVID-19), various new BRS outreach initiatives were placed on hold till further notice in FY 2020.

Legislative and Public Affairs (LPA)

In FY 2020, the LPA CRDAC updated the LPA Program Brochure for general distribution, and distribution at conferences and job fairs. LPA also drafted and sent a message from SEPMs to LPA staff to promote "Leveraging Diversity" training resources in APHIS for IDPs which was part of LPA SEPM's strategic plan for FY 2020, to enhance outreach efforts and raise awareness among LPA employees about available learning opportunities. LPA also participated in the 2020 AgDiscovery Program. The 2020 program for the University of Maryland was conducted virtually, and LPA presented a 1-hour interactive training module to 20 participants. Furthermore, the LPA CRDAC conducted a three-year trend analysis of their workforce data.

LPA participated in and/or sponsored several special observances:

- Collaborated with OCRDI to host the Black History Month Observance. More than 200 employees attended and many more participated on the Webinar.
- Distributed a Black History Month (BHM) "Did You Know?" facts series weekly during the month of February within LPA. The BHM theme was African Americans and the Vote.
- Martin Luther King Jr. Day: distributed a "Did You Know" information sheet detailing little known facts about MLK. This was forwarded to all LPA employees on January 15, Dr. King's actual birthday.
- Attended the in-person Agency Women's History Month Observance held on March 12.

Due to the coronavirus pandemic (COVID-19) and the subsequent closure of the headquarters building, various new LPA initiatives were placed on hold till further notice in FY 2020.

Marketing and Regulatory Programs Business Services (MRPBS)

In FY 2020, while the coronavirus pandemic hindered some of the activities initially planned by the MRPBS CRDAC, the Committee

continued to meet regularly, review workforce data, conduct targeted recruitment in the Hispanic community, and established a Program-wide Civil Rights Task Force. All new Committee members received Special Emphasis Program Manager training.

The MRPBS CRDAC engaged with the Hispanic communities and organizations to promote the increase in hiring status. Two CRDAC members attended the virtual Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS) Conference, and one member was the opening speaker for the Hispanic Heritage Month Observance. MRPBS located and submitted 21 local Hispanic groups the Agency could recruit to bring more diversity into the agency, distributed AgDiscovery pamphlets, spoke with school counselors, and met with groups of students. The CRDAC also assisted APHIS' Talent Management Board in preparing a report on employee satisfaction.

MRPBS' Federal Women's Program Manager, continued to assist in developing and providing resources to APHIS employees for their career development, and the Agency's succession planning for top level SES positions. APHIS has a total of 67 employees enrolled in the Career Development Counseling Service, 35 are women, 7 at the GS-14 level. The MRPBS CRDAC also collaborated with Human Resources, Center for Training and Development (CTOD) to develop APHIS employees at the GS-14/15 levels, preparing them to apply for SES positions. MRPBS managed and offered Preparing your SES Package and Interview Skills Workshop. There was a total of 33 enrolled in the class, 12 of which were women. Based on our RNO Workforce report, MRPBS strategized to ensure that they had: diverse employees (to include, African American, Hispanic/Latino, Asian, etc.), and more women at the SES level. This course is offered twice a year.

MRPBS' American Indian/Alaskan Native Employment Program Manager hosted a Native American program at the Minneapolis hub location in November 2019. Throughout the fiscal year, they shared emails with MRPBS about Native American history, and current news. Events that occurred in Minneapolis in FY 2020 created voices to be heard in the community and action to be taken. Native American nonprofit buildings and local small business were destroyed, but the Native American community came together to assist in cleaning up their community. MRPBS received emails over the year from employees thanking the Native American Employment Program Manager for the information provided as a learning tool to help shape the view of Native Americans and the history that has plagued us over decades.

Policy and Program Development (PPD)

In FY 2020, the PPD CRDAC took corrective actions based on barrier analyses for Hispanic male underrepresentation in their program. PPD attended the Hispanic Association of Colleges and Universities (HACU) Annual Conference; established contacts with USDA's Departmental Liaison to Hispanic-serving institutions; established contact with APHIS' liaison to the University of Maryland and leveraged that relationship to ascertain whether any recently graduated Hispanic males may be interested in learning more about PPD; and hired a recently graduated Hispanic male veteran. The PPD CRDAC also explored how they could further support Veteran recruitment and spoke at a Veteran's Hiring Fair regarding PPD's mission. The committee also hosted an inaugural PPD SEPM Book Club session and sponsored and moderated an intersectionality discussion for Hispanic American Heritage Month.

Plant Protection and Quarantine (PPQ)

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In FY 2020, the PPQ CRDAC created a Barrier Analysis Working Group to assist the program with data analysis. With the information submitted by the PPQ NCRDAC, the group had bi-weekly meetings to search options for the gathering of data, PPQ-wide. An action plan was organized in alignment with the PPQ NCRDAC. The PPQ NCRDAC also met with all the core functional areas (CFA) to provide guidance on the action plan's objectives. The committee also hosted a PPQ Field Operations CRDAC Poster Contest Project which served as a link between employees and the nine Special Emphasis Programs (SEP). The contest encourages employee participation with the creation of a poster related to the individual SEP observance month theme.

The PPQ CRDAC updated and approved their charter and communication plan, and these documents were disseminated among the CFAs for proper distribution. PPQ also created the PPQ Criteria Report, which is a compilation of all D&I based program events, on one report. The document was also disseminated among the CFAs for distribution.

PPQ CRDAC also conducted the following projects during the fiscal year:

- Provided resources and information on the mission, vision, and values to all PPQ employees.
- Provided Ombud and advisory services to all employees as a resource to use for addressing concerns and issues.
- Conducted workplace assessments and worked with managers and supervisors to create inclusive workplace environments.
- Worked with managers and supervisors to encourage them to recruit from a larger applicant pool, increasing the diversity of applicants.
- Increased and promoted the use of work-life balance practices (remote work, etc.), allowing for the ability of a larger and more diverse applicant pool to apply to positions.
- Utilized shuttle diplomacy – serving as an intermediary and working with employees and managers to resolve issues and discuss difficult workplace concerns and behaviors.
- Worked with supervisors and managers to develop plans for addressing training and career development initiatives, promoting, applying more equitable and transparent hiring processes, and implementation.
- Coordinated two (2) workplace diversity and inclusion seminars, and;
- Continued to work with the OCRDI staff in managing EEO complaints.

Veterinary Services (VS)

In FY 2020, the VS CRDAC participated in the following events outreach events for students and historically underserved communities:

The Fort Collins Hub attended AgDiscovery at Iowa State University, and established connections with Colorado State University's Native American Cultural Center as a first step to collaboration on future events and discussions. VS also established connections with the Northern Colorado Intertribal Powwow Association, headquartered in Fort Collins, to begin information exchange and collaborations on future events and discussions.

The VS Asian and Pacific Islander SEPM (Field Operations) served as a mentor for a Kansas State University, Veterinary Medicine student for 240 hours of Veterinary Services field work (among which included VSV screening, a cervid herd depopulation, etc.). The student is interested in a career with APHIS-Veterinary Services after procuring some veterinary practice experience.

Conducted outreach at the SC 4-H Virtual Career Fair on possible job opportunities and what my job entails to college age students (Ellington Willis, SC)

Dr. Jennifer Stiles hosted a Saul T. Wilson, Jr scholar, who shadowed inspections. The student was immersed in the entire USDA career role.

Participation in day long virtual Welcome Ceremony for 1980s incoming class to better understand program and objectives. VS-New Jersey hosted a 1980s student during the summer.

The Rutgers University Equine Webinar Series - Presentation titled "Biosecurity for the Horse Owner - On and Off the Farm". There were 35 total attendees. Also, conducted outreach regarding the roles of public veterinarians and epidemiologists, in addition to the importance of following good biosecurity practices.

Conducted outreach regarding Farm Bill grant opportunities that resulted in increased knowledge about grant opportunities to stakeholders and several universities applying for and obtaining Farm Bill grants, pertaining to biosecurity planning/outreach.

Due to the coronavirus pandemic (COVID-19), various new VS outreach initiatives were cancelled or placed on hold till further notice in FY 2020.

In August, VS had a CRDAC Member participate on a townhall panel titled, "Police Brutality & Social Justice – Understanding the Core of Black Lives Matter". VS also had a CRDAC Member serve as a panelist for the National Hispanic Heritage Month Observance.

VS also attended the Out & Equal Virtual Workplace Summit in October.

District 1 CRDAC (Field Operations) members took an active role in the District 1 Strength and Unity Forum Planning Committee (which became the Collaborative Mission Forum). This forum opened dialogue based on race, perceptions, and accountability, within District 1 employees.

District 1 CRDAC (Field Operations) also hosted a virtual 2020 Hispanic Heritage Month Observance celebrating awareness, diversity, and education of the Hispanic culture.

Wildlife Services (WS)

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

In FY 2020, the WS CRDAC worked with the Management Team to incorporate the Civil Rights Diversity and Inclusion (CRDI) Committee's guidance and support into WS Civil Rights Compliance Reviews. The Committee Chair assisted with one program review in FY 2020. The WS CRDAC awarded the WS CRDI Supervisor of the Year and WS CRDI Employee of the Year Award in July. The committee also submitted the two WS award winners for consideration to the APHIS Administrator Civil Rights Awards.

In FY 2020, the WS CRDAC conducted pre- and post-surveys for 11 Wildlife Service' Summer Work Experience employees to analyze the interest in the Wildlife Service program from the viewpoint of the employee. The WS CRDAC also worked with WS Field Biologists and Technicians to begin the Women of Wildlife Services (WOWS) Network. Two CRDI committee members are serving on the WOWS Network Planning Committee.

The CRDAC also worked with the CRDI Champion and the WS Management Team to update and revise their charter. In FY 2020, WS renewed the Equalizer newsletter. This newsletter is distributed to all WS employees and details information about the committee, Special Emphasis Months, and other information regarding Civil Rights issues. The committee distributed the Equalizer in July 2020 and plans to continue doing it biannually.

MRP Recruitment & Outreach Events – FY 2020

In FY 2020, APHIS participated in a variety of recruiting and networking opportunities that included such events as:

North Carolina State University Career Expo (Agriculture & Science)	Recruitment/Outreach	October 3, 2019	Raleigh, NC
Hispanic Association of Colleges and Universities (HACU)	Recruitment/Outreach	October 5-7, 2019	Chicago, IL
Cal Poly Pomona	Outreach (AMS)	October 11, 2019	Pomona, CA
Out and Equal	Outreach	October 14-17, 2019	Washington, DC
Diné College, Navajo Technical University	Training/Outreach	October 14-17, 2019	Tsaile, AZ and Crownpoint, NM
Thurgood Marshall Annual Leadership Conference	Outreach	October 17-19, 2019	Washington, DC
University of Maryland Career Shuttle	Outreach	October 18, 2019	Riverdale, MD
Fort Belvoir Hiring Fair	Recruitment/Outreach	October 24, 2019	Fort Belvoir, VA
North Carolina State University (Vet School)	Recruitment/Outreach	October 31, 2019	Raleigh, NC
University of Minnesota – Government and Nonprofit Career Fair	Recruitment/Outreach	November 1, 2019	Minneapolis, MN
Community and Veterans Hiring Fair	Recruitment/Outreach	November 13, 2019	Fort Meade, MD
National Association for Business Economics	Recruitment/Outreach (FAS)	November 15, 2019	Washington, DC
Entomological Society of America Conference	Outreach (PPQ)	November 17-20, 2019	St. Louis, MO
Peace Corps Fair	Recruitment/Outreach	December 5, 2019	Los Angeles, CA
Student Veterans of America	Recruitment/Outreach	January 3-5, 2020	Los Angeles, CA
Diné College, Navajo Technical University	Recruitment/Outreach	February 4-6, 2020	Tsaile, AZ and Crownpoint, NM

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EXECUTIVE SUMMARY: ACCOMPLISHMENTS

Hiring Our Heroes	Recruitment/Outreach	February 11, 2020	Minneapolis, MN
Colorado State University	Recruitment/Outreach	February 13, 2020	Fort Collins, CO
Cal Poly Pomona	Recruitment/Outreach	February 19-20, 2020	Pomona, CA
North Carolina State University – 2020 Centennial Career Fair and Business Expo	Outreach Raleigh Hub	February 28, 2020	Raleigh, NC
University of Minnesota Job and Internship Fair	Recruitment/Outreach	February 28, 2020	Minneapolis, MN

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EXECUTIVE SUMMARY: PLANNED ACTIVITIES

APHIS will continue to develop and pursue innovative recruiting opportunities, combining past experiences and coupling them with the current challenges such as fiscal budgets, virtual events due to COVID-19, increased hiring activity, and monitoring of hiring exceptions. The following are the APHIS recruiting goals for FY 2021:

- a. Increase the APHIS recruiting team contact network among the scholastic and education institutions nationwide to attract viable employment candidate interest from the diverse groups identified above as well as continuously update the established database of targeted colleges and universities that would serve as tools for seeking candidates to fill specific hiring needs.
- b. Continue to build a diverse APHIS recruiting team that can represent the organization at a variety of virtual Career Fairs and events on a rotating cycle. The goal of the recruiting team members is to mirror the demographics of society and be drawn from the committees, Branches, and Programs of APHIS. They will develop a positive rapport with USDA's Regional Directors and USDA Liaison Officers.
- c. Conduct quarterly APHIS Recruitment Advisory Committee meetings with representatives from each of the program areas, HR, and Civil Rights (CRDAC's and SEPM's) to identify shortfalls and barriers in targeted recruiting areas and coordinate planning and execution to correct them.
- d. Continue updating the web page for continued and increased exposure of APHIS, attracting a diverse candidate pool despite COVID-19 restrictions on travel. Utilize Twitter, other social media and Quick Response (QR) codes to promote the Agency.
- e. Distribute organizational brochures/links that highlight what APHIS represents and why it is the "employer of choice" for those candidates that are interested in federal service. It will also outline the procedures on how to apply for positions via USAJOBS.com as well as details on the Pathways Program as well as other internship opportunities.
- f. Continue targeted recruiting efforts to attract veterans by partnering with Veterans Readiness and Employment (VR&E) to reach various branches of service at military facilities across the United States. We will ensure that the MRPBS link is provided to attendees as part of our outreach to achieve the expected goal to hire more veterans.
- g. Provide workshops on navigating USAjobs.gov, the Pathways program, resume writing, and "How to Apply for Federal Jobs."

FY 2021 Recruiting Tasks: To ensure success in meeting the FY 2021 recruitment goals, several tasks have been identified. These activities include stronger collaboration among current contacts (both internal and external to MRPBS) and networks as well as implementing new and creative methodologies to meet targeted recruitment goals which include:

1. Maintain continuous communication and collaboration with Veteran-focused organizations and the Department of Veterans Affairs (VA) via the APHIS Veteran's Employment Emphasis Coordinator (VEEC). MRPBS will continue its relationships with the Veterans Readiness & Employment (VR&E), Vocational Rehabilitation & Employment State Offices, Wounded Warrior Project, Operation Warfighter, and other veteran-focused activities. HR Operations and Hiring Managers will continue to partner efforts utilizing the Schedule A hiring authority as another avenue to hire and retain veterans to obtain the USDA goal of 25% veteran hiring of all hiring.
2. Partner with the Department to participate in the Veterans Task Force. The task force shares information on career options for veterans within USDA and shares information on former military personnel transitioning to the civilian workforce including job interview skills, benefits, etc. APHIS hosted a Virtual Veterans Fair and identified 33 positions in various locations nationwide. Agency representatives from each program shared information on their respective programs; hiring managers were assigned virtual meeting rooms to respond to specific questions on the positions being offered and HR representative were on-hand to share information on the application process and various hiring options for veterans.
3. Utilize the existing USDA/Hispanic-Serving Institutions National Program Regional Directors and the USDA/1890 Liaison Officers to recruit students attending Hispanic Serving Institution (HSI's) and Historically Black Colleges and Universities (HBCU's). Through campus visits, presentations, virtual career fairs, emails, word of mouth, and referrals, the collateral duty recruiters can network with students, faculty and staff. They raise awareness of USDA and the opportunities available to students.
4. Maintain on-going relationships with educational institutions with the highest percentage of underrepresented groups that have curriculums that meet the requirements of the agency's mission critical occupations. This includes partnering with the Departmental Chairpersons and career placement offices. There will be continued focus on "work attractors". Those are features of employer and employee relationships and work arrangements that engage interest (i.e. telework, non-traditional work hours, job sharing, physical workspace and infrastructure).
5. Utilize social media as a resource for sharing information with potential applicants, by continuing to promote the APHIS careers web page. Through social media, APHIS can communicate externally with large audiences by promoting uniqueness of APHIS and share information on current vacancy announcements and upcoming recruitment events/conferences. The main social media organization targeted is:
 - LinkedIn – LinkedIn has expanded into a multi-purpose site that allows companies to list positions as well as allowing professionals to develop networking groups within its occupation or field of expertise. LinkedIn has a vast reach of professionals in its network with more than 675 million registered users worldwide. The service has over 46 million members registered as students and recent college graduates with diverse backgrounds and ethnicity. The LinkedIn networking groups offers MRPBS access to various professional groups of targeted segments of society (such as the Hispanic Business Community Group and Native Americans in Business Group Members) to make connections and identify current opportunities within MRP.
 - Handshake – Handshake is a multi-faceted system and is the largest early talent recruiting platform connecting employers, talent, and colleges in one place. This system allows employers to post job opportunities, which can be viewed by thousands of students. Recruit diverse talent from any school in the country to include 1,000 plus official college and university partners a variety of 5 million plus validated early talent profiles, and 400 thousand employers, including 100% of the Fortune 500. Actively target priority groups to engage the people you want to hire. Encourage candidates to apply by personalizing your outreach, based on your ideal talent profile and keep track of candidate engagement and monitor your pipeline's progress by reviewing verified student information and your full engagement history.
6. Continue to establish stronger linkages between recruitment efforts and vacancy announcements. This includes stronger communication between the various program hiring managers and HR Operations (Staffing) to be proactive in explaining all HR flexibilities and Authorities.
7. Establish a standardized template for recruiters and agency representatives to document strategies for working with individual schools and organizations. This template will serve as a structured consistent process that can be used as a basis for data collection on agency-wide recruitment activities.

APHIS will ensure it pursues cost effective ways to conduct effective recruiting outreach. As previously mentioned, the goal of the FY 2021 Recruiting Plan, is to contact and attract the largest pool of qualified candidates from the various segments of society and be fiscally responsible achieving that goal.

In addition to the events previously identified, the Recruitment Team will collaborate on USDA initiatives such as the Washington Internships for Native American Students, Public Service Leaders Program, AgDiscovery, USDA 1994 Tribal Colleges Program, HACU, Thurgood Marshall, LULAC and MANRRS.

FY 2020/FY 2021

EXECUTIVE SUMMARY: PLANNED ACTIVITIES

Peace Corps Fair

Veterans Fair

2020 HBCU National Conference

Florida A&M University

North Carolina State University Agriculture & Science Career Fair

Out and Equal

Women of Color in STEM

MANRRS

HBCU Career Marketplace

Hispanic Association of Colleges and Universities (HACU)

University North Carolina -Pembroke

Veterans Fair (MRP)

MANRRS Conference

HACU Conference

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EXECUTIVE SUMMARY: PLANNED ACTIVITIES

In FY 2021, OCRDI will work with the USDA Departmental Outreach Office and APHIS outreach program contacts to engage in outreach strategies to address the needs affecting USDA Agency partners, and APHIS program partners. APHIS will increase participation with intra-agency and external stakeholders, to include HBCUs, MSIs and other institutions with a minimum of 30 percent diversity. OCRDI is also planning to invest in APHIS programs through sponsorships and cooperative agreements with partnering organizations to promote agriculture through national and local agricultural conferences/forums in a manner that provides equal access to USDA programs and services.

In FY 2021, OCRDI will also provide professional learning experiences to high school students and increase diversity of the APHIS workforce through outreach and focused recruitment to colleges and universities through the development of student interns throughout APHIS program offices. This will be administered by developing and implementing a new online application system for AgDiscovery applicants to attain greater efficiency in the application process. OCRDI will also promote AgDiscovery virtual camps, expand the program to rural communities, increase recruitment at colleges, universities, and HBCUs, and partner with HRD to focus on underrepresented populations.

OCRDI will also empower and mobilize all Civil Rights and Diversity Advisory Committees (CRDAC) by revamping and virtualizing SEPM/Barrier Analysis Training and strengthening management support of CRDACs. OCRDI will also strengthen the HR/OCRDI/Outreach and Communication collaboration by utilizing HR on Diversity Town Hall Meetings, utilizing HR for quarterly data pulls, and implementing a HR/CRDAC Outreach & Recruitment Strategic Plan & Training Presentation.

In FY 2021, OCRDI is planning to continue the efforts of the Advancing Civil Rights in APHIS (ACRIA) Initiative and include “belonging” as a core principle to the work of the Office of Diversity and Inclusion. This will be executed by developing tools and strategies to integrate efforts to foster “belonging” through programs and campaigns.

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**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

[Redacted] am the
(Insert Name Above) (Insert official title/series/grade above)

Principal EEO Director/Official for

[Redacted]
(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Signature of Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

Date

Signature of Agency Head or Agency Head Designee



Date

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Agency Self-Assessment Checklist



Essential Element: A Demonstrated Commitment From agency Leadership

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.1. The agency issues an effective, up-to-date EEO policy statement.				
	A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X			In 2020, the Secretary of Agriculture issued a Civil Rights Policy Statement for the usage of all agencies within the Department of Agriculture on May 22, 5/22/2020
	A.1.b. Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	X			APHIS and all other USDA agencies were instructed to follow the official guidance stating to use the Civil Rights Policy Statement administered by the Secretary of Agriculture. A Part H will not be developed for this element.

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Agency Self-Assessment Checklist

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.2. The agency has communicated EEO policies and procedures to all employees.				
	A.2.a. Does the agency disseminate the following policies and procedures to all employees:				
	A.2.a.1. Anti-harassment policy? [see MD 715, II(A)]	X			
	A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]	X			
	A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:				
	A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	X			
	A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 CFR §1614.102(b)(5)]	X			
	A.2.b.3. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X			https://www.aphis.usda.gov/library/directives/pdf/mrp-4300-2.pdf
	A.2.c. Does the agency inform its employees about the following topics:				
	A.2.c.1. EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often and the means by which such training is delivered.	X			Monthly
	A.2.c.2. ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X			Monthly
	A.2.c.3. Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X			Monthly
	A.2.c.4. Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	X			Monthly
	A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If "yes", please provide how often.	X			Monthly

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	A.3. The agency assesses and ensures EEO principles are part of its culture.				
A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section. .		X			Diversity Champion APHIS Administrator's Civil Rights Award
A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]		X			

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Agency Self-Assessment Checklist





Essential Element: B Integration of EEO into the agency's Strategic Mission

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.1. The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.				
	B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.			X	EEO Director reports directly to the agency head.
	B.1.a.2. Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	X			
	B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X			February 11th, 2020
	B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.2. The EEO Director controls all aspects of the EEO program.				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comments column.	X			
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	X			
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	X			
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	X			
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	B.3. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Yes	No	N/A	
	B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	X			
	B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	X			Goal 1 - Deliver efficient, effective, and responsive programs Objective 1.5 - Leverage workforce difference to better serve the Agency's customers.

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 Compliance Indicator	Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.				
	B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
	B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	X			
	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	X			
	B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X			
	B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X			
	B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X			
	B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	X			
	B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	X			
	B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	X			
	B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	X			
	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	X			
	B.4.a.9. to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C. 1]	X			
	B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			
	B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	X			
	B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			
	B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills				
	B.5.a. Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:				
	B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			
	B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			
	B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			
	B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			
	B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	B.6. The agency involves managers in the implementation of its EEO program.				
	B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X			
	B.6.b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X			
	B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X			
	B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	X			

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Agency Self-Assessment Checklist



Essential Element: C Management and Program Accountability

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.1. The agency conducts regular internal audits of its component and field offices.				
	C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X			Quarterly
	C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X			Quarterly
	C.1.c. Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	X			

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 Compliance Indicator	 Measures	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
	C.2. The agency has established procedures to prevent all forms of EEO discrimination.				
	C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	X			
	C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X			
	C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	X			
	C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	X			
	C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]	X			
	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]	X			
	C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]	X			
	C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	X			
	C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]	X			
	C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]	X			
	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.	X			
	C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]	X			

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C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.		X			https://www.aphis.usda.gov/mrpbs/hr/downloads/Brochure_Reasona
 Compliance Indicator	C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
C.3.a. Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?		X			
C.3.b. Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:					
C.3.b.1. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]		X			
C.3.b.2. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]		X			
C.3.b.3. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]		X			
C.3.b.4. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]		X			
C.3.b.5. Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]		X			
C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]		X			
C.3.b.7. Support the EEO program in identifying and removing barriers to equal opportunity?. [see MD-715, II(C)]		X			
C.3.b.8. Support the anti-harassment program in investigating and correcting harassing conduct?. [see Enforcement Guidance, V.C.2]		X			
C.3.b.9. Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]		X			
C.3.c. Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]		X			
C.3.d. When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]		X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	X			
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	X			
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	X			
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Yes	No	N/A	
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	X			
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			There has been no findings of discrimination.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? [see MD-715, II(C)]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	C.6. The EEO office advises managers/supervisors on EEO matters.				
	C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	X			EEO Director meets with programs annually, however other members of OCRDI meet more frequently to address any concerns regarding EEO.
	C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	X			

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Essential Element: D Proactive Prevention

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.1. The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.			N/A	
	D.1.a. Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	X			
	D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	X			
	D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Yes	No	N/A	
	D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	X			
	D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.d. Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	X			Focus groups, employee climate surveys, Special emphasis programs, reasonable accommodation program, workforce data, etc.

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	D.3. The agency establishes appropriate action plans to remove identified barriers.	Yes	No	N/A	
	D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	X			
	D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	X			
	D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures	D.4. The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Yes	No	N/A	
	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.	X			https://www.aphis.usda.gov/ourfocus/civilrights/reports
	D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]	X			
	D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]	X			
	D.4.d. Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR §1614.203(d)(7)(ii)]	X			

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Essential Element: E Efficiency

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		X			
E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?		X			
E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?		X			
E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		X			Function completed by the Office of the Assistant Secretary for Civil Rights.
E.1.e. Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?		X			
E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		X			
E.1.g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?		X			
E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?		X			
E.1.i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?		X			
E.1.j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.		X			Contractors who are negligent are reported to OASCR or OGC. Function completed by the Office of the Assistant Secretary for Civil Rights.
E.1.k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X			
E.1.l. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]		X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.2. The agency has a neutral EEO process.				
E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.		X			The EEO complaint program is handed by the Office of Civil Rights, while the defensive function is handled by the Employment Law and Hearings Branch housed under Human Resources.
E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/ location of the attorney who conducts the legal sufficiency review in the comments column.		X			Office of the Assistant Secretary for Civil Rights (OASCR) and the Office of General Counsel (OGC)
E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]		X			
E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]		X			
E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]		X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.3. The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.				
	E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	X			
	E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	X			
	E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	X			
	E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	X			
	E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	X			
	E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
	E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				
	E.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	X			
	E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	X			
	E.4.a.3. Recruitment activities? [see MD-715, II(E)]	X			
	E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]		X		
	E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]	X			
	E.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	X			
	E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	E.5. The agency identifies and disseminates significant trends and best practices in its EEO program.				
E.5.a. Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			The agency monitors its workforce based on three-year trends and there is also an ongoing collaboration between OCRDI & HR.
E.5.b. Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.		X			Agency representatives regularly collaborate with different EEO offices of various USDA agencies for Special Emphasis Programs, workforce analysis, etc.
E.5.c. Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]		X			

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Essential Element: F Responsiveness and Legal Compliance

 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.				
	F.1.a. Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	X			
	F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	X			
	F.1.c. Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	X			
	F.1.d. Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	X			
	F.1.e. When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX) (H)]	X			
 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	N/A	
	F.2.a. Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	X			
	F.2.a.1. When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	X			
	F.2.a.2. When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	X			
	F.2.a.3. When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	X			
	F.2.a.4. Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	X			

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 Compliance Indicator		Measure Has Been Met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
 Measures	F.3. The agency reports to EEOC its program efforts and accomplishments.				
	F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	X			
	F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	X			

Essential Element: Other

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Plan to Attain Essential Elements

PART H.1

Brief Description of Program Deficiency:	E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]
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Accurate and complete workforce data tables

Objectives for EEO Plan

Date Initiated	Target Date	Date Modified	Date Completed	Objective Description
10/01/2018	09/30/2019	09/30/2021		Obtain accurate and complete workforce and applicant flow data.

Responsible Officials

Title	Name	Standards Address the Plan?
Deputy Director, Center for Training and Organization Development	Sarah Blasko	Yes
Deputy Director, Human Resources Operations and Policy	Nancy Varichak	Yes

Planned Activities

Target Date	Planned Activity	Sufficient Staffing & Funding?	Modified Date	Completion Date
01/22/2019	Quarterly meetings on best practices to capture applicant flow data for Tables A12/B12	Yes	09/30/2020	09/30/2020
01/22/2019	Establish contact with departmental heads to capture SES applicant flow data.	Yes	09/30/2021	

Accomplishments

Fiscal Year	Accomplishment
2019	In FY 2019, the United States Department of Agriculture transitioned to a new reporting system entitled USAStaffing. This system was put into place in order to receive full and accurate data as required by the EEOC. The transition occurred in the middle of the fiscal year, therefore a full analysis of the data will be completed in FY 2020.
2020	A full analysis of the applicant flow data from USAStaffing was completed in FY 2020. Discrepancies were reported to both Human Resources and OASCR. OCRDI also established quarterly meetings on best practices to capture career development applicant flow data with Human Resources.

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2019 to September 30, 2020

Plan to Eliminate Identified Barriers

PART I1

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	In FY 2015, the EEOC conducted a review of USDA SES data and found that females had lower than expected participation rates. In FY 2018: Participation rate of Females (Total Workforce) – 40.68% Participation rate of Females in the SES level – 41.67% In FY 2019: Participation rate of Females (Total Workforce) – 40.61% Participation rate of Females in the SES level – 45.95% CLF: 48.14% In FY 2020: Participation rate of Females (Total Workforce) – 40.29% Participation rate of Females in the SES level – 47.62% CLF: 48.14%	
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> All Women	
Barrier Analysis Process Completed?:	Y	
Barrier(s) Identified?:	Y	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name SES Barrier Analysis Report	Description of Policy, Procedure, or Practice APHIS concluded from the report that there were four major take-aways: Institutional Barriers – The majority of SES selections in APHIS appear to be made from the scientific occupations. Historically, females have been under-represented in the Wildlife Biologist Series (0486). We must ensure our MCOs are diverse, to increase the diversity of the SES membership in the future. Blocked Pipeline and Upward Mobility to SES– Females are blocked moving from the GS-14 to GS-15. The pipeline for persons with disabilities into the APHIS SES is blocked moving from the GS-13 to the GS-14. Persons with disabilities make up 12% of the permanent workforce; however, represent only five percent (5%) of the APHIS SES. Succession Planning – Seventy-five percent (75%) of current SES members will be eligible to retire in five years. Fifty percent (50%) of the current SES are eligible to retire at the end of FY 2020. Focus on preparation of high-performi

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
11/16/2015	09/30/2017	Yes	09/30/2018	09/30/2008	SES Barrier Analysis (Report, Action Plan, Data, Survey)
11/16/2015	09/30/2017	Yes	09/30/2018	09/30/2018	Increase the diversity of the SES

Responsible Official(s)

Title	Name	Standards Address The Plan?
Diversity & Inclusion Specialist	Patrick Johnson	Yes

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Plan to Eliminate Identified Barriers

Responsible Official(s)

Title	Name	Standards Address The Plan?
Branch Chief, Diversity & Inclusion	Shayla Spann	No

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2016	SES Barrier Analysis (Report, Action Plan, Data, Survey)	Yes	09/30/2019	03/31/2020
09/30/2017	Focus Groups with female candidates who have completed any SES leadership development programs.	Yes	09/30/2017	09/30/2017
09/30/2018	Workshop/Training to understand the SES selection process, identify the typical background and experience of individuals selected to the SES and other senior pay positions, meet with members of interview panels about their processes for identifying the best-qualified applicants, interview employees from HR about their screening process, and compare the qualifications of female applicants to the selectees' qualifications.	Yes		06/14/2018
09/30/2019	Continue to train the agency workforce on the process for becoming an SES (understanding the different SES application processes, SES appointments, SES application methods).	Yes	09/30/2020	09/30/2020
09/30/2017	APHIS SES Barrier Analysis Task Force – The Task Force will meet quarterly to: (1) identify the typical background and experience of individuals selected to the SES and other senior pay positions; (2) review the qualifications of females seeking career advancement; (3) examine the recruitment of females into the senior grade levels and management positions; (4) investigate every phase of the merit promotion process for the SES; (5) interview employees from the human resources office about their screening process; (6) meet with members of the interview panel about their process of identifying best-qualified applicants and their interview questions; (7) compare the qualifications of female applicants to the selectees' qualifications; (8) review the various voting stages for disapproval of female candidates; (9) conduct a longitudinal review of applicant flow statistics found in tables A7, A9, A11, and A12; (10) review the participation of females by grade level in the occupations with up	Yes	09/30/2019	09/30/2019

Report of Accomplishments

Fiscal Year	Accomplishments
2017	The National Civil Rights and Diversity Advisory Committee (NCRDAC) started the barrier analysis process for the Barriers to Executive Level Positions analysis, as recommended by the EEOC at the end of FY 2016. OCRDI focused on the cause of the possible glass ceiling and blocked pipeline barriers for females. Moving forward in FY 2017, OCRDI will be utilizing the agency's Diversity Liaisons to assist the NCRDAC with the barrier analysis.

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Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2018	Members of the National Civil Rights and Diversity Advisory Committee and Diversity & Inclusion Specialists attended a workshop presented by Nancy Segal of Solutions for the Workplace, LLC. The workshop was entitled "So You Want to be SES" and gave in-depth details on the SES process and qualifications. It was learned that the Office of Personnel Management's (OPM) Agency SES Appraisal System Certification and Recertification is the official office with the ability to certify a candidate.
2018	In FY 2018, APHIS hired 3 new SES positions. All three positions were filled by candidates identifying as female.
2019	<p>The Office of Civil Rights, Diversity, and Inclusion (OCRDI), with the assistance of the Policy and Program Development (PPD) staff, continued to conduct the SES Barrier Analysis. The purpose of the barrier analysis is to identify barriers and triggers across certain protected groups and to identify and document career paths and individual experiences of the current SES members.</p> <p>The analysis consists of a review of the most recent race and national origin data and applicant workflow data; a review of written policies, practices, and procedures on workforce management, specific to SES; interviews of current SES members; and a survey of past participants of select leadership development programs.</p> <p>This past fiscal year, the SES Barrier Analysis Team interviewed 34 current SES members (16 males and 18 females). The themes of the interviews included: self-awareness, openness to assignments and opportunities; seek out opportunities (details, temporary assignments, etc.); flexible to reassignments (geographically & organizationally); identify gaps and seeks experiences to fill gaps; and highly motivated and self-directed individuals. The Team also has surveyed past advanced leadership training participants of the following leadership programs: Brookings, Harvard, Federal Executive Institute (FEI), and the SES Candidate Development Program (CDP).</p> <p>The analysis and project is expected to be completed in March 2020.</p>
2020	The SES Barrier Analysis report was completed in March. The purpose of the analysis was to identify and explore disparities in the workplace that may limit employment opportunities or pose "barriers" to obtaining the Agency's Senior Executive Service positions.

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For period covering October 1, 2019 to September 30, 2020

Plan to Eliminate Identified Barriers

PART I.2

Source of the Trigger:	Workforce Data (if so identify the table)
Specific Workforce Data Table:	Workforce Data Table - A4
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	Blocked pipeline, glass wall, and glass ceiling scenarios are evident within data, affecting women and minorities. Groups that has data supporting signs of a glass ceiling, are also showing high separation rates. APHIS does not currently complete data for tables A/B12, however APHIS does have access to the demographics of each career development program. Though women and minorities are applying for higher grade positions, they are not being selected at a rate that would diversify high level positions. No Hispanic females were selected in the GS-13, GS-14, or GS-15 level.

STATEMENT OF BARRIER GROUPS:	<p><i>Barrier Group</i></p> <p>All Women Hispanic or Latino Males Hispanic or Latino Females White Females Black or African American Males Black or African American Females Asian Males Asian Females Native Hawaiian or Other Pacific Islander Males Native Hawaiian or Other Pacific Islander Females American Indian or Alaska Native Males American Indian or Alaska Native Females</p>
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Barrier Analysis Process Completed?:	Y
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Barrier(s) Identified?:	N
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STATEMENT OF IDENTIFIED BARRIER:	Barrier Name	Description of Policy, Procedure, or Practice
	N/A	N/A
Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
10/01/2018	09/30/2019	Yes	09/30/2020		Diversify Career Development Programs

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Plan to Eliminate Identified Barriers

Responsible Official(s)

Title	Name	Standards Address The Plan?
Branch Chief, Diversity & Inclusion	Shayla Spann	No

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
03/31/2019	Collect complete and accurate A12/B12 data to make sure that career development programs are diverse and reflects the demographic of the total workforce.	Yes	09/30/2021	
03/31/2019	Complete a five-year trend analysis on the race/ethnicity breakdown of career development programs.	Yes		03/31/2019
03/31/2019	Host quarterly meetings with Human Resources, Talent Management Branch to report data analysis findings. Understand the selection process for career development programs and suggest ways to promote these programs amongst the workforce.	Yes		10/01/2019

Report of Accomplishments

Fiscal Year	Accomplishments
2019	A five-year trend analysis on the race/ethnicity breakdown of career development programs was completed and presented to senior leaders. From this analysis, it was found that African Americans and Hispanic females' participation in career development programs has decreased since FY 2015. This may be a cause of the blocked pipeline. We will continue the analysis through FY 2020 with complete applicant flow data.
2020	OCRDI employees are active members within each Talent Management Board workgroup. The purpose of the inclusion is to keep diversity & inclusion efforts at the forefront during conversations on leadership pipeline and talent management.

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2019 to September 30, 2020

Plan to Eliminate Identified Barriers

PART I.3

Source of the Trigger:	Workforce Data (if so identify the table)	
Specific Workforce Data Table:	Workforce Data Table - A1	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	The following groups are underrepresented: Hispanic females, White females, African American males, African American females, and females as a group. The condition was recognized as a potential barrier because the participation rate is low in comparison to the CLF.	
STATEMENT OF BARRIER GROUPS:	<p><i>Barrier Group</i></p> <p>All Women Hispanic or Latino Females White Females Black or African American Males Black or African American Females</p>	
Barrier Analysis Process Completed?:	N	
Barrier(s) Identified?:	N	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name	Description of Policy, Procedure, or Practice
	N/A	N/A

Objective(s) and Dates for EEO Plan

Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
10/01/2018	09/30/2019	Yes	09/30/2020		Increase retention of groups identified as having low participation.
10/01/2018	09/30/2029	Yes	09/30/2020		Increase the applicant pool by targeting recruitment efforts.
10/01/2018	09/30/2020	Yes			Increase participation rate of groups identified as having low participation.

Responsible Official(s)

Title	Name	Standards Address The Plan?
Branch Chief, Diversity & Inclusion	Shayla Spann	Yes
Managers and Supervisors	Managers and Supervisors	Yes

USDA Animal and Plant Health Inspection Service

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Plan to Eliminate Identified Barriers

Responsible Official(s)

Title	Name	Standards Address The Plan?
Branch Chief, Human Resources	Carmen Queen-Hines	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
03/31/2019	Retrieve exit surveys from Human Resources to understand the reason for the high separation rate of women and minorities.	Yes	09/30/2020	
09/01/2019	Targeted recruitment towards groups with low participation.	Yes		09/30/2019
03/31/2019	Review applicant flow data quarterly and discuss the results with the Civil Rights and Diversity Advisory Committees to share with their respective senior leadership.	Yes		09/30/2019
03/31/2019	Encourage employees to self-identify and confirm that their race, ethnicity, and disability selections on their Employee Personal Page are correct.	Yes		09/30/2019
09/30/2020	Receive exit interview surveys on a quarterly basis for analysis.	Yes		10/01/2019

Report of Accomplishments

Fiscal Year	Accomplishments
2016	<p>Marketing and Regulatory Programs Business Services (MRPBS) issued "Pocket Cards" to the Administrator and management officials identifying new hires by RNO, disability and veteran hires and summarizing the information for each pay period.</p> <p>The HR Recruitment Specialist assists with the development of a comprehensive recruitment calendar for the Fiscal Year. Each event targets various targeted groups to address workforce deficiencies for groups with low participation.</p> <p>Monthly meeting with HR recruitment specialist meets with the Office of Civil Rights, Diversity and Inclusion and HR Operations each month to discuss upcoming and previously attended outreach and recruitment events and provide updates and summaries of the events. The recruitment specialist facilitates special workshops such as the Workforce Recruitment Program and Pathways Presentations.</p> <p>HR provided applicant flow data for Tables A7, A9, and A11 on a quarterly basis; this information was shared with the Civil Rights Diversity and Advisory Committee and APHIS Management Team. The information will be reviewed again to determine if the results have improved in FY 2018.</p> <p>Barrier analysis training was provided to several CRDAC members in FY 2018. CRADAC members were encouraged to conduct barrier analysis for their specific programs to address low participation within APHIS.</p>

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2019 to September 30, 2020

Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>In comparison to FY 2018, APHIS is reporting an increase in participation from two of the underrepresented groups: Black males and Black females. Separation rates are also below the total workforce (or within a margin of 1%) for groups underrepresented in APHIS. We believe this is a direct result of targeted recruiting and retention efforts.</p>
2017	<p>Marketing and Regulatory Programs Business Services (MRPBS) issued "Pocket Cards" to the Administrator and management officials identifying new hires by RNO, disability and veteran hires and summarizing the information for each pay period.</p> <p>The HR Recruitment Specialist assists with the development of a comprehensive recruitment calendar for the Fiscal Year. Each event targets various targeted groups to address workforce deficiencies for groups with low participation.</p> <p>Monthly meeting with HR recruitment specialist meets with the Office of Civil Rights, Diversity and Inclusion and HR Operations each month to discuss upcoming and previously attended outreach and recruitment events and provide updates and summaries of the events. The recruitment specialist facilitates special workshops such as the Workforce Recruitment Program and Pathways Presentations.</p> <p>HR provided applicant flow data for Tables A7, A9, and A11 on a quarterly basis; this information was shared with the Civil Rights Diversity and Advisory Committee and APHIS Management Team. The information will be reviewed again to determine if the results have improved in FY 2018.</p> <p>Barrier analysis training was provided to several CRDAC members in FY 2018. CRADAC members were encouraged to conduct barrier analysis for their specific programs to address low participation within APHIS.</p>

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For period covering October 1, 2019 to September 30, 2020

Plan to Eliminate Identified Barriers

Report of Accomplishments

Fiscal Year	Accomplishments
2018	<p>Marketing and Regulatory Programs Business Services (MRPBS) issued "Pocket Cards" to the Administrator and management officials identifying new hires by RNO, disability and veteran hires and summarizing the information for each pay period.</p> <p>The HR Recruitment Specialist assists with the development of a comprehensive recruitment calendar for the Fiscal Year. Each event targets various targeted groups to address workforce deficiencies for groups with low participation.</p> <p>Monthly meeting with HR recruitment specialist meets with the Office of Civil Rights, Diversity and Inclusion and HR Operations each month to discuss upcoming and previously attended outreach and recruitment events and provide updates and summaries of the events. The recruitment specialist facilitates special workshops such as the Workforce Recruitment Program and Pathways Presentations.</p> <p>HR provided applicant flow data for Tables A7, A9, and A11 on a quarterly basis; this information was shared with the Civil Rights Diversity and Advisory Committee and APHIS Management Team. The information will be reviewed again to determine if the results have improved in FY 2018.</p> <p>Barrier analysis training was provided to several CRDAC members in FY 2018. CRADAC members were encouraged to conduct barrier analysis for their specific programs to address low participation within APHIS.</p>
2020	<p>Due to recent events in FY 2020, the Diversity and Inclusion team created a series of opportunities for discussion and learning in APHIS, entitled Advancing Civil Rights in APHIS (ACRIA), centered on the pervasive racial bias and systemic racism experienced by Black, Indigenous, and People of Color. This initiative, centered around social justice, diversity, equity, and inclusion in the workplace, was designed to develop tools to equip managers and employees on how to facilitate and engage difficult conversations on race and move the Agency forward by eliminating unfounded premises and beliefs, that may lead to decisions depriving marginalized people of opportunities.</p>

MD-715 – Part J
Special Program Plan
for the Recruitment, Hiring, Advancement, and
Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with disabilities and persons with targeted disabilities in the federal government

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|-------------------------------|--------|----|
| a.Cluster GS-1 to GS-10 (PWD) | Answer | No |
| b.Cluster GS-11 to SES (PWD) | Answer | No |

In FY 2020, there were 285 employees (14.9%) with disabilities in the GS-1 to GS-10 cluster. In FY 2020, there were 406 employees (10.98%) with disabilities in the GS-11 to SES cluster. This is 1.02% below the 12% benchmark.

*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d) (7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|--------------------------------|--------|----|
| a.Cluster GS-1 to GS-10 (PWTD) | Answer | No |
| b.Cluster GS-11 to SES (PWTD) | Answer | No |

In FY2020 there were no triggers involving PWTD by grade level cluster in the permanent workforce.

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

Human Resources (HR) and the Office of Civil Rights, Diversity, and Inclusion (OCRDI) established a direct line of communication through our HR/OCRDI quarterly meetings. The goals are communicated by OCRDI to HR staff, and HR includes the fiscal year's goals in the annual Outreach and Recruitment Plan. The Recruitment Plan is used to declare outreach and recruitment intentions for each special emphasis group. It is given to all hiring managers and recruiters, so that they are aware of APHIS' annual goals.

Section II: Model Disability Program

Pursuant to 29 C.F.R. § 1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the agency's plan to improve the staffing for the upcoming year.

Answer Yes

N/A

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	9	0	0	Nancy Varichak, Deputy Director, HR Operations - HR nancy.c.varichak@usda.gov
Architectural Barriers Act Compliance	0	0	0	GSA
Answering questions from the public about hiring authorities that take disability into account	2	0	0	Thelma Sykes & Jeremy Wood, D&I Specialists, OCRDI. Thelma.D.Sykes@usda.gov Jeremy.Wood@usda.gov
Special Emphasis Program for PWD and PWTD	2	0	8	Thelma Sykes & Jeremy Wood, D&I Specialists, OCRDI. Thelma.D.Sykes@usda.gov Jeremy.Wood@usda.gov
Processing reasonable accommodation requests from applicants and employees	3	0	0	David Walton, RA Coordinator – HR david.walton@usda.gov Ilycia Schwartz, RA Specialist – HR Ilycia.a.schwartz@usda.gov Tiffany Lott, RA Specialist – HR tiffany.d.lott@usda.gov
Section 508 Compliance	0	0	9	

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Answer Yes

APHIS’ AgLearn training system provides Accessibility and Section 508 Awareness training and Disability Legislation & Reasonable Accommodation (A Practical Guide) training, Hidden Talent: How Leading Companies Hire, Retain, and Benefit from People with Disabilities, Selective Placement Program Coordinator (SPPC) training, AbilityOne Program training, Perfectly Able: How to Attract and Hire Talented People with Disabilities, etc. Special Emphasis Program Managers (SEPMs) Training is mandatory for all SEPMs, including Disability Employment Program Managers.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources

Answer Yes

The agency provides sufficient funding and other resources to successfully implement the disability program.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

APHIS collaborates with Association of People Supporting Employment First (APSE) to perform outreach and recruitment efforts. We also use the Job Accommodation Network (JAN) database to recruit applicants with disabilities.

2. Pursuant to 29 C.F.R. §1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce

Many of the merit promotion announcements that the Animal and Plant Health Inspection Service (APHIS) posts state that applications will be accepted from individuals eligible for noncompetitive appointment. Targeted recruitment outside of USDAJOBS is also conducted to contact applicants with disabilities. APHIS uses Schedule A 213.3102 (u) to hire individuals with physical, psychiatric, and/or intellectual disabilities. In addition, the authorities to make noncompetitive appointments of veterans with service-connected disabilities of 30 percent or more with the prospect of conversion to a permanent appointment are also frequently utilized to appoint persons with disabilities. A wide variety of positions at all grade levels in both the General Schedule and Federal Wage System are filled using these authorities.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority; and, (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

If a Schedule A applicant applies to a vacancy announcement, an HR Staffing Specialist/Assistant reviews the PWD's application materials to determine qualifications and eligibility. If the applicant is deemed qualified and eligible via Schedule A, he/she is forwarded to the selecting official via a non-competitive list (certificate). If the Schedule A applicant is selected, the servicing HR specialist provides guidance to the selecting official on the Schedule A appointment process.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

Answer Yes

Newly selected hiring managers, as a part of their training process, attend Fundamentals of Human Resource Management (FHRM) training. During FHRM training, special hiring authorities like Schedule A are discussed as a major topic area. FHRM training occurs six times a year. We also provide selecting officials with ad hoc trainings on topics like Schedule A. Non-competitive hiring authorities, including Schedule A, are also covered in the Experienced Supervisor Applied Workshop (ESAW).

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

In FY20 APHIS established 2 National Disability Employment Program Managers to facilitate increased delivery of Disability awareness programs and to begin fostering connections with Disability Employment Organizations to increase our network of outreach and recruitment opportunities to increase the representation of PWD and PWTD in the APHIS Workforce. We continue to cooperate with the Association of People Supporting Employment First (APSE) in order to perform outreach and recruitment efforts. We also use the Job Accommodation Network (JAN) database in order to recruit applicants with disabilities.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

- a. New Hires for Permanent Workforce (PWD) Answer No
- b. New Hires for Permanent Workforce (PWTD) Answer No

In FY 2020, 12.32% of new hires were PWD (69) and 2.67% were PWTD (15). Both are above the benchmark goals.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|-----------------------------|--------|-----|
| a. New Hires for MCO (PWD) | Answer | Yes |
| b. New Hires for MCO (PWTD) | Answer | Yes |

Below are the triggers found in MCOs: PWD 0404 – 2.40% applied; 2.08% qualified; 2.21% referred; 1.14% selected. 0421 – 2.53% applied; 2.47% qualified; 3.45% referred; 1.03% selected. 0486 2.58% applied; 2.7% qualified; 1.41% referred; 0% selected. PWTD 0401 – 2.54% applied; 2.19% qualified; 2.81% referred; 0.51% selected. 0404 – 1.69% applied; 1.29% qualified; 0.25% referred; 0% selected. 0421 – 1.21% applied; 1.06% qualified; 1.38% referred; 0% selected. 0486 – 1.81% applied; 1.94% qualified; 0.35% referred; 0% selected.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|--|--------|-----|
| a. Qualified Applicants for MCO (PWD) | Answer | Yes |
| b. Qualified Applicants for MCO (PWTD) | Answer | Yes |

APHIS does not have relevant applicant pool data for 0201, 0403, 0404, and 2210 series. A plan is in place to collect data in FY 2021 for analysis. PWD 0401 (5.65% internal applicants; 10.16% relevant applicant pool) 0421 (0% internal applicants; 11.36% relevant applicant pool) 0701 (6.25% internal applicants; 9.85% relevant applicant pool) PWTD 0421 (0% internal applicants; 2.56% relevant applicant pool) 0701 (0% internal applicants; 2.99% relevant applicant pool)

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|------------------------------|--------|-----|
| a. Promotions for MCO (PWD) | Answer | Yes |
| b. Promotions for MCO (PWTD) | Answer | Yes |

0201 – Human Resources Management No triggers identified. 0401 – General Biological Science In the 0701 series, a trigger may exist for PWTD (3.32% applied; 4.35% qualified; 4.35% referred; 0% selected.) 0403 – Microbiology No hires in series 0403 0404 – Biological Science No triggers identified. 0421 – Plant Protection and Quarantine Technician No triggers identified. 0486 – Wildlife Biology In the 0486 series, a trigger may exist for PWD (4.46% applied; 2.63% qualified; 2.6% referred; 0% selected.) & PWTD (0% applied; 0% qualified; 0% referred; 0% selected.) 0701 – Veterinary Medical Officer No triggers identified. 0704 – Animal Health Technician In the 0704 series, a trigger may exist for PWD (9.47% applied; 12.5% qualified; 12.5% referred; 0% selected.) & PWTD (0% applied; 0% qualified; 0% referred; 0% selected.) 2210 – Information Technology In the 2210 series, a trigger may exist for PWD (11.01% applied; 11.06% qualified; 11.06% referred; 0% selected.) & PWTD (0% applied; 0% qualified; 0% referred; 0% selected.)

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R. §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

PWD and PWTD are given the same opportunities to participate in career development programs that are afforded to all APHIS employees. APHIS will continue to provide individuals with disabilities assistive technology to utilize throughout the career development programs, as well as for day-to-day duties. A plan has been put in place to address the collection of PWD/PWTD data for career development programs.

B. CAREER DEVELOPMENT OPPORTUNITES

1. Please describe the career development opportunities that the agency provides to its employees.

The Agency offers the following targeted leadership development programs: The Foundational Leadership Development Program (FLDP, formerly Basic LDP) targets employees at GS 4 – 8 levels to prepare participants with the essential knowledge, skills and abilities to meet the agency’s succession planning needs and to achieve excellence, regardless of position or grade level. This program is a blended learning program that supports two separate weeks of classroom sessions and weekly web-based courses in between. The Intermediate Leadership Development Program (ILDLP) targets employees at the GS 9 – 11 grade levels and consists of a blended learning curriculum, shadow assignments, and learning team projects. The Leadership Development for Project/Program Managers (LDPM) targets non-supervisory employees at GS 12 – 14 levels and consists of development of project and program management skills for those who lead teams. The Advanced Leadership Development Program (ALDP) targets supervisors who are willing and desire to inspire, create, and maintain cultures of engagement and enthusiasm for the purpose of accomplishing the APHIS mission and do so at the managerial level. The ALDP is filled via a competitive process open to fulltime employees who have at least one year of experience in supervisory or managerial positions. There is no restriction regarding grade level. The Federal Executive Institute (FEI) –Leadership for a Democratic Society targets employees at the GS-15 level and Senior Executive Service level. APHIS contracts with the Brookings Institute to deliver leadership development training for a diverse group of the agency’s high performing GS 14 level employees, under the Brookings Executive Education (BEE) Program. Brookings offers a nine-month interagency cohort-based learning opportunity. The highlights include an SES Application Package workshop to provide insights into the Executive hiring process. Program completion yields a Certificate of Public Leadership and an option to transfer program credit towards a Master of Science in Leadership degree granted by Olin Business School at Washington University in St. Louis, MO. In addition to the Brookings program, high performing GS 14 level employees participated in the Harvard Kennedy School-Senior Executive Fellow Program; a four-week residential program that takes place on the University’s Cambridge, MA campus. Participants received valuable training and practice in making decisions about real world challenges and scenarios. The program’s curriculum included: Authentic Leadership, Decision Lab, Lexington Concord Leadership Tour, a Classroom Demo from an executive chef on the importance of healthy eating and wellness, and a lunch and learning opportunity with visiting Diplomats and Dignitaries. Participants received a Certificate of Completion from Harvard and invitations to future alumni events.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)	Applicants (#)	Selectees (#)
Internship Programs						
Training Programs						
Fellowship Programs						
Detail Programs						
Mentoring Programs						
Other Career Development Programs						
Coaching Programs						

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWD) Answer N/A
- b. Selections (PWD) Answer N/A

Data is not available. Action plan is in place to collect data in FY 2021.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWTD) Answer N/A
- b. Selections (PWTD) Answer N/A

Data is not available. Action plan is in place to collect this data in FY 2021.

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

- a. Awards, Bonuses, & Incentives (PWD) Answer No
- b. Awards, Bonuses, & Incentives (PWTD) Answer No

PWOD Inclusion Rate PWD PWOTD Inclusion Rate PWTD 1-9 Hours 3.66%
 12.74% 3.73% 1.89% 9+ Hours 6.88% 14.07% 6.96% 4.20% \$100 - \$500
 93.83% 11.94% 93.17% 3.56% \$500+ 223.04% 10.09% 218.81% 2.72% The
 data does not indicate how many individuals were given awards but instead
 how many awards were given total. Inclusion rate as a benchmark is not
 applicable for this data set.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

- a. Pay Increases (PWD) Answer No
- b. Pay Increases (PWTD) Answer No

PWOD PWD PWOTD PTD QSI 1.3% 1.41% 1.22% 2.66% PWD and PWTD
 are receiving quality step increases at similar or higher rates than PWOD and
 PWOTD.

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

- a. Other Types of Recognition (PWD) Answer N/A
- b. Other Types of Recognition (PWTD) Answer N/A

Not applicable. APHIS does not have other types of employee recognition programs.

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	No
b. Grade GS-15		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	No
c. Grade GS-14		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	Yes
d. Grade GS-13		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	No

SES applicant flow data is collected on a departmental level, therefore we do not have access to SES applicant flow data for FY 2020. The below triggers were found: PWD Internal applicants Qualified Selected GS-14 7.68 7.95 0

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A
b. Grade GS-15		
i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	No
c. Grade GS-14		
i. Qualified Internal Applicants (PWTD)	Answer	Yes
ii. Internal Selections (PWTD)	Answer	Yes
d. Grade GS-13		
i. Qualified Internal Applicants (PWTD)	Answer	No
ii. Internal Selections (PWTD)	Answer	Yes

SES applicant flow data is collected on a departmental level, therefore we do not have access to SES applicant flow data for FY 2020. The below triggers were found: PWTD Internal applicants Qualified Selected GS-13 5.15% 4.61% 1.33% GS-14 3.18% 3% 0%

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWD)	Answer	N/A
b. New Hires to GS-15 (PWD)	Answer	N/A
c. New Hires to GS-14 (PWD)	Answer	N/A
d. New Hires to GS-13 (PWD)	Answer	N/A

APHIS does not have data that specifies the GS level for new hire positions (Please see Table B7 in the Appendix). However, outside of Schedule A applicants, 12.5% of new hires to permanent positions were PWD.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|------------------------------|--------|-----|
| a. New Hires to SES (PWTD) | Answer | N/A |
| b. New Hires to GS-15 (PWTD) | Answer | N/A |
| c. New Hires to GS-14 (PWTD) | Answer | N/A |
| d. New Hires to GS-13 (PWTD) | Answer | N/A |

APHIS does not have data that specifies the GS level for new hire positions (Please see Table B7 in the Appendix). However, outside of Schedule A applicants, 12.5% of new hires to permanent positions were PWD.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|--|--------|-----|
| a. Executives | | |
| i. Qualified Internal Applicants (PWD) | Answer | N/A |
| ii. Internal Selections (PWD) | Answer | N/A |
| b. Managers | | |
| i. Qualified Internal Applicants (PWD) | Answer | N/A |
| ii. Internal Selections (PWD) | Answer | N/A |
| c. Supervisors | | |
| i. Qualified Internal Applicants (PWD) | Answer | N/A |
| ii. Internal Selections (PWD) | Answer | N/A |

APHIS does not have data that specifies the GS level for new hire positions (Please see Table B7 in the Appendix). However, outside of Schedule A applicants, only 2.29% of new hires to permanent positions were PWTD.

6. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|---|--------|-----|
| a. Executives | | |
| i. Qualified Internal Applicants (PWTD) | Answer | N/A |
| ii. Internal Selections (PWTD) | Answer | N/A |
| b. Managers | | |
| i. Qualified Internal Applicants (PWTD) | Answer | N/A |
| ii. Internal Selections (PWTD) | Answer | N/A |
| c. Supervisors | | |
| i. Qualified Internal Applicants (PWTD) | Answer | N/A |
| ii. Internal Selections (PWTD) | Answer | N/A |

APHIS does not have data that specifies the supervisory status of positions in which internal applicants are selected for promotions.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- | | | |
|------------------------------------|--------|-----|
| a. New Hires for Executives (PWD) | Answer | N/A |
| b. New Hires for Managers (PWD) | Answer | N/A |
| c. New Hires for Supervisors (PWD) | Answer | N/A |

APHIS does not have data that specifies the supervisory status of positions in which internal applicants are selected for promotions.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires for Executives (PWTD) Answer N/A
- b. New Hires for Managers (PWTD) Answer N/A
- c. New Hires for Supervisors (PWTD) Answer N/A

APHIS does not have data that specifies the supervisory status of positions for new hires which extends to supervisory status of qualified applicant pool data.

Section V: Plan to Improve Retention of Persons with Disabilities

To be model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 CFR § 213.3102(u)(6)(i))? If "no", please explain why the agency did not convert all eligible Schedule A employees.

Answer Yes

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If "yes", describe the trigger below.

- a. Voluntary Separations (PWD) Answer Yes
- b. Involuntary Separations (PWD) Answer Yes

FY 2020 People without Disabilities PWD Total Separations 6.57% 9.32%
Voluntary Separations 6.13% 7.49% Involuntary Separations 0.44% 1.83%

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.

- a. Voluntary Separations (PWTD) Answer No
- b. Involuntary Separations (PWTD) Answer Yes

FY 2020 People without targeted disabilities PWTD Total Separations 6.85%
8.51% Voluntary Separations 6.31% 5.85% Involuntary Separations 0.54%
2.66%

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

Exit interviews did not indicate the barrier. A plan has been put in place to address the high separation rate of PWDs and PWTDs in FY 2021.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 CFR §1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

APHIS' website is 508 compliant. However, although APHIS does not have a web page dedicated to 508 compliance, its website includes links to USDA's 508 website: https://www.aphis.usda.gov/aphis/ourfocus/business-services/Information_Technology <https://www.usda.gov/accessibility-statement>

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

APHIS' facilities are General Services Administration (GSA) owned or leased facilities; therefore, compliance with the Architectural Barriers Act is the responsibility of GSA. APHIS continues to collaborate with GSA to ensure that our facilities meet the requirements.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

APHIS plans to fill the vacant 508 program manager collateral duty position. To support the 508 compliance program, APHIS plans to:

- Begin program training staff to ensure 508 compliance is understood. The suggestion has been made to create an Aglearn training program and require it annually.
- Perform a health check on our public and internal websites to determine compliance with applicable laws.
- Collaborate with enterprise software manufactures to obtain understanding and training in 508 compliance with their software. For example: Contact Microsoft to obtain training and user guides for Word, Excel, etc., for 508 compliance.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

The average processing time is approximately 25 days. Processing timeframe depends upon how quickly the employee or requester provides the requested medical information.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

APHIS manages a comprehensive Reasonable Accommodation (RA) program and maintains an informative website: [https:// www.aphis.usda.gov/ aphis/our focus/business-services/HRD/Reasonable_Accommodations_Program](https://www.aphis.usda.gov/aphis/ourfocus/business-services/HRD/Reasonable_Accommodations_Program) The site includes a link to the MRP Directive for the Reasonable Accommodation Program, the Departmental Directive, which are currently being revised and reviewed by the EEOC representatives, as well as other information and resources. The agency has a full-time Reasonable Accommodation Program Coordinator and 2 full-time Reasonable Accommodation Specialists for handling accommodation requests. The RA staff delivered 16 presentations/webinars detailing the accommodation process, focusing on telework as an accommodation. On August 21, 2019, one hundred fifty-five (155) APHIS employees participated in the General Telework vs Telework as a Reasonable Accommodation webinar. On August 28, 2019, forty-two (42) individuals participated in the Overview of the Reasonable Accommodations Process webinar. On September 25, 2019, ninety-five (95) APHIS employees participated in the "Medical Confidentiality and the Reasonable Accommodations Process" webinar. Reasonable accommodations and Work Life Wellness (WLW) information is available to disabled veteran applicants during the recruitment process. Through WLW, veterans have access to WorkLife4You, an agency-paid benefit which offers counseling. APHIS ensures reasonable accommodations are being made to qualified individuals with disabilities in accordance to applicable laws and departmental regulations. All requests for reasonable accommodations are forwarded to the agency Reasonable Accommodations staff for review and processing in accordance with applicable laws and departmental regulations. The Reasonable Accommodations staff and the TARGET Center often work together to coordinate accommodations solutions. The staff collaborates with ITD to obtain the support needed for the assistant technology and assistant software used as reasonable accommodations. The MRP Reasonable Accommodation policy is administered as appropriate to process requests for reassignments as a reasonable accommodation. In FY 2019, the Reasonable Accommodation Program opened 390 cases of which 94 were cancelled due to the employee and/or applicant stating he/she is no longer interested in seeking a RA or did not respond to requests for information to initiate the RA process. Of the 296 cases (opened cases minus the cancelled cases), 239 were closed within the fiscal year. In FY 2019, there were 54 requests for technology items and/ or equipment through the centralized funds for reasonable accommodations. Purchases included assistive technology (e.g., dragon software, read/write gold software) and ergonomic equipment. The total cost for funding these requests was \$16,442. APHIS Reasonable Accommodation Program has the resources to fund the cost of interpreting reducing a significant barrier to employment for deaf employees who work in APHIS. The cost of providing interpreting services for 6 APHIS hearing impaired employees was \$313,588.03. Type of Granted Accommodations: Telework = 136 (of which 81 permanent; 55 temporary); Change in Official Duty Station: 10; Modify Job Duties: 21; Modified Work Schedule = 25; Ergonomic Equipment and Devices = 18; Modify Work Space = 14; Mobility Devices = 2; Reassignment = 1; Service Animal = 1.

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 CFR §1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

APHIS has revised Directive MRP 4300.2, Reasonable Accommodations Program, and developed a new HR Desk Guide subchapter, to include PAS information. Requests for PAS will following reasonable accommodations procedures and the funding process can be discussed with the Reasonable Accommodations Specialist. The draft directive and HR desk guide subchapter are currently being reviewed by the agency's EEOC representative to ensure compliance prior to finalizing the documents. In addition, APHIS has developed a new Reasonable Accommodations Brochure to include PAS information that will be posted on the external and internal websites.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

Answer N/A

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

In FY 2020, there were 34 formal complaints filed. 7 of those formal complaints were filed by PWD (20.6%). 1 of those formal complaints filed by PWD alleged harassment (2.94%). APHIS had no findings of discrimination based on harassment in FY 20, therefore no corrective measures were required. This is below the government-wide average of 20.82%.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer No

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer No

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

In FY 2020, there were 34 formal complaints total, and 7 of those complaints were filed by PWD. Six (6) or (17.64%) of the 34 formal complaints filed, cited disability as a basis, and reasonable accommodations as an issue. This is above the government-wide average of 14.02%. APHIS had no finding of discrimination based on disability in FY 20, therefore no corrective measures were required.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Answer No

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Answer Yes

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

Source of the Trigger:	Workforce Data (if so identify the table)					
Specific Workforce Data Table:	Workforce Data Table - B1					
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	<ul style="list-style-type: none"> • In major occupational series 0421 and 0486, the selection rate for PWDs is low in comparison to the qualified rate. • In major occupational series 0401,0404,0421,0486, PWTD are qualifying but not being selected, or selected at lower rates. • For major occupational series 0486,0704, and 2210 PWD are qualifying at significantly higher rates than they are selected. 					
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i>					
	People with Disabilities People with Targeted Disabilities					
Barrier Analysis Process Completed?:	N					
Barrier(s) Identified?:	N					
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name	Description of Policy, Procedure, or Practice				
Objective(s) and Dates for EEO Plan						
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description	
10/01/2020	09/30/2022	Yes			Improve the advancement abilities for PWD and PWTD	
Responsible Official(s)						
Title		Name		Standards Address The Plan?		
DEI Specialist/Disability Employment Program Manager		Jeremy Wood		Yes		
DEI Specialist/Disability Employment Program Manager		Thelma Sykes		Yes		
Planned Activities Toward Completion of Objective						
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2021	Inform hiring managers of the hiring goals and encourage them to utilize disability status as a positive factor in hiring, promotion. Continue outreach and recruitment for PWD and PWTD in MCO's and their senior grade levels.			Yes		
09/30/2021	Retention – Promote training, internship, and mentoring programs for PWD and PWTD.			Yes		
09/30/2021	Host Brown Bag luncheons in collaboration with the Reasonable Accommodation staff to promote the use of the reasonable accommodations process and self-reporting.			Yes		

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2021	Host American Sign Language courses	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>In FY 2020, APHIS hosted a disability workshop where participants received in-depth information on the reasonable accommodations process and the importance of self-reporting. APHIS employees gave personal accounts on their experience with receiving a reasonable accommodation, and OCRDI gave a presentation on self-reporting to alleviate fears.</p> <p>APHIS established a procedure to ensure that a sign language interpreter and closed captioning is utilized for OCRDI special observances.</p>
2020	<p>Human Resource established a process to convert Schedule A employees in a timely fashion. A quarterly report is ran to monitor conversion eligible appointees and notify supervisors when employees are eligible. Due to the implementation of this process, all Schedule A employees were converted in FY 2020.</p>

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

The self-identification and self-reporting brown bag, held on a quarterly basis, dispelled myths surrounding self-reporting. APHIS saw an increase in PWD willing to disclose their disability status which assisted us in gaining more accurate data.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A