

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

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| 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. 5646 |
| | 2. Enter total number of temporary employees | 2. 2431 |
| | 3. TOTAL EMPLOYMENT [add lines B 1 through 2] | 4. 8077 |

| 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 | 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 | |
| Personal Assistance Services Procedures | Y | Y | |
| Organization Chart | Y | Y | |
| EEO Policy Statement | Y | Y | |
| Alternative Dispute Resolution Procedures | Y | Y | |
| Agency Strategic Plan | Y | Y | |
| Reasonable Accommodation Procedure | Y | Y | |
| Anti-Harassment Policy and Procedures | Y | Y | |
| 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 | N | |
| Diversity Policy Statement | N | N | |
| EEO Strategic Plan | N | N | |
| Federal Equal Opportunity Recruitment Program (FEORP) Report | N | N | |

USDA Animal and Plant Health Inspection Service

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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 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.

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APHIS' FY 2019 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 2019 the Administrator held numerous town hall meetings virtually and in person to reach all employees. The meetings were held in Headquarters (Riverdale, MD) and other hub sites throughout the United States. The sessions allowed for employees to have open discussions about any issues or topics with the Administrator. The meetings are recorded and posted on the My.APHIS portal; accessible to all employees. On January 11th, Greg Ibach (Marketing Regulatory Programs – Under Secretary) participated in the Administrator's APHIS Town hall session. He discussed with APHIS employees the changes announced by the Secretary of Agriculture, the implementation of "OneUSDA" and his goals for the mission area.

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 leadership are encouraged to engage with employees in order to keep employees abreast on topics that may concern their staff.

The APHIS Employee Engagement Committee is active and meets on a quarterly basis. The committee was re-established in FY 2017 in order to discuss how to improve engagement with Agency leaders, as well as other important leaders. The committee is comprised of a diverse group of APHIS employees from all mission programs and all locations, including field offices.

The Program Leaders Group's (PLG) primary purpose is to monitor and assist in the implementation of Agency priority projects known as "The APHIS Operational Plan." The PLG also serves as the management body for vetting, deciding, and communicating resolutions on other agency operational issues as they arise. 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)

The purpose of the Talent Management Board (TMB) is to ensure that APHIS recruits and develops a unique workforce with leadership capacity in order to address the agency's current and future priorities. 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 in order to provide a cross-functional Agency perspective. The Director of the Office of Civil Rights, Diversity and Inclusion (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. The Deputy Administrator for Marketing and Regulatory Business Services (MRPBS) served as an advocate and sponsor for the TMB.

The major objectives of TMB is to create and implement APHIS' vision for talent management and streamline development processes while also providing guidance and oversight to align talent management activities with workforce and succession goals. Over the past year, APHIS leadership has devoted a significant amount of time and effort into identifying challenges regarding human capital. The result has been to develop new approaches in order to attract and develop staff. With the establishment of the Recruitment and Hiring MAC (R&H MAC), members of this working group have met virtually every week to address issues such as recruitment and the development of an internship program. The group was also instrumental in helping the organization navigate through the hiring freeze and ensure that APHIS leadership was able to work together to address challenges. As the first of its kind, it has placed a spotlight on how APHIS will attract and maintain highly skilled staff into the future.

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.

FY 2019 Administrator's Civil Rights Award Recipients:

- *Civil Rights Supervisor/Manager Achievement Award:* Janet Bucknall, Deputy Administrator-Wildlife Services
- *Civil Rights Program Achievement Award:* Terry Henson, Management Analyst - Legislative and Public Affairs; Tanika Whittington, Government Affairs Specialist - Legislative and Public Affairs

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- *Civil Rights Employee Achievement Award: Amy Shalom, Environmental Protection Specialist - Policy and Program Development*

Demonstrating commitment from leadership, the Under Secretary also presented an MRP Under Secretary award at the Civil Rights Awards ceremony. Recipients of the Under Secretary's award became nominees for the Secretary of Agriculture's Civil Rights award at the department level.

APHIS Outreach and Sponsorships

In an 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 Administration Branch focuses on providing students with opportunities to gain valuable experience through employment and scholarship opportunities. In FY 2019, APHIS dedicated over \$2.2 million 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 - \$998,534
- Thurgood Marshall College Fund (TMCF) Internship Program and Sponsor - \$151,677
- Hispanic Association of Colleges and Universities (HACU) Internship Program - \$52,176
- Fort Valley State University Vet Tech Program - \$68,200
- Conference on Asian American Pacific Islander Leadership (CAPAL) - \$1150
- Professional Agricultural Workers Conference (PAWC) - \$20,000
- Society for Advancement of Hispanics/Chicanos and Native Americans in Science (SACNAS) - \$12,000
- Federal Asian Pacific American Council (FAPAC) - \$10,000
- The Patriots Technology Training Center (PTTC) - \$5000
- Common Good Farm - \$7000
- National Black Farmers Association Annual Conference - \$5000
- Tuskegee University Veterinary Symposium - \$20,000
- Oklahoma Black Historical Research Project - \$5000
- Hispanic Association of Colleges and Universities (HACU) Conference Sponsorship - \$15,000
- National Women in Agriculture - \$8000
- VSU Outreach and Development Conference - \$3000
- 1890 National Scholars Program - \$107,143
- Wallace-Carver Fellows Program - \$6000
- The Rural Coalition - \$205,000
- The Federation of Southern Cooperatives and Land Assistance Fund - \$105,000
- Florida A&M Vet Tech Program - \$350,000
- Florida A&M Outreach Program - \$50,000
- University of Arkansas-Pine Bluff - \$50,000
- Association of 1890 Researchers - \$5000
- Total: \$2,259,880**

The Ag-Discovery, Thurgood Marshall, and the Hispanic Association of Colleges and Universities are three of the Agency's premier programs designed to reach students and exposed them to careers in agriculture. Additional details regarding other outreach activities and partnerships are provided in Appendix B 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. APHIS expanded its Safeguarding Natural Heritage (SNH) Summer Youth Program from five in FY 2018, to six in FY 2019. The SNH is a 2-week summer outreach program that help students ages 14-17 explore careers in plant and animal science, wildlife management, and agribusiness. The summer programs are co-hosted with Tribal Colleges and Universities (TCU) and/or other Native American Serving Institutions (NASI).

ONTL continues to assist Navajo Technical University (NTU) and its Veterinary Technology Program, by providing funding for curriculum enhancement and acquisition of personnel. The program creates and provides opportunities for Vet Tech students to gain work experience within APHIS. It procures program specific supplies and provisions by maintaining full accreditation status with the American Veterinary Medical Association (AVMA).

ONTL continues to expand its internship opportunities for students attending various Native American higher educational institutions. APHIS provided 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. Many of the students receive college credit for participating as well. Current partners include: Navajo Technical University, NM; Southwest Indian Polytechnic Institute, NM; Dine

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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 to ensure 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 in order 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.

FHRM Training

OCRDI conducted 6 interactive EEO training sessions to 117 new supervisors in APHIS, AMS and FAS through the "Fundamentals of Human Resource Management (FHRM)" training which was given onsite at agency facilities in Maryland, Minnesota, North Carolina and Colorado. APHIS also delivered onsite training focused on the identification and prevention of Sexual Harassment to approximately 25 employees and managers within the Plant Protection and Quarantine division located in Texas.

APHIS Special Emphasis Programs

In FY 2019, the following APHIS National SEP events and programs were held (all National SEP programs were offered via livestream which increased participation and accessibility):

- Disability Employment Awareness Month Celebration | October 11th, 2018
- Veterans Day Special Observance | November 8th, 2018
- National Native American Heritage Month Special Observance | November 29th, 2019
- Black History Month Special Observance | April 2nd, 2019
- Women's History Month Special Observance | March 21st, 2019
- Asian American/Pacific Islander Heritage Month Special Observance | May 9th, 2019
- Jewish American Heritage Special Observance | May 23rd, 2019
- LGBT Pride Month Special Observance | June 13th, 2019
- Hispanic Heritage Month Special Observance | September 10th - 12th, 2019

Emerging Women's Leadership (EWL) Series Webinars:

- The Art of Ask | October 30th, 2018
- 7 Steps to Becoming a Thoughtful Leader | December 4th, 2018
- Ready to Stretch? | February 26th, 2019
- The New Rules of Teamwork | April 23rd, 2019
- The Juggle | June 25th, 2019
- The Leadership Pipeline | August 20th, 2019

Be Leaderly, the vendor that executes the Emerging Women's Leadership series, honored an APHIS SEPM for her hard work and contribution to the series. The SEPM was then invited to serve on a panel for one of the webinars, where she presented her expertise on work-life balance.

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."

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Element C. Management and Program Accountability:

APHIS ensures that Departmental Regulation 4300-010, Civil Rights Accountability Policy and Procedures, effective January 18, 2006, is administered to current and new employees. This accountability policy reinforces USDA's and APHIS' no tolerance stance in regard to workplace discrimination. This regulation can be obtained in hard copy and also on line at: <https://www.ocio.usda.gov/document/departamental-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 Mangers (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

OCRDI has drafted and submitted an Anti-Harassment policy to the Marketing and Regulatory Programs Business Services (MRPBS), Human Resources Division, the proponent of the process. The policy includes provisions that assist with efficiently handling reports of harassment outside of the standard EEO process. Once the draft is finalized, the policy will be sent to the EEOC for review and feedback. Upon incorporating EEOC's feedback, the policy will be implemented, and all employees will be notified. This updated policy contains a clear statement of the Agency's zero tolerance of harassment or retaliation for harassment, contains 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. In FY 2019, APHIS completed on-site civil rights compliance reviews in three states: Virginia (61 employees), Ohio (104 employees), and Colorado (250 employees). With the completion of a survey and/or interview, over 400 APHIS employees in the Plant Protection and Quarantine, Veterinary Services, and Wildlife Services program areas participated in the FY 19 compliance reviews. Senior managers of the program areas received review results in two initial stages: 1) out-briefing for state program management immediately following the interviews, and 2) briefing for Deputy Administrators on critical issues. Each program's Deputy Administrator received written reports for the Virginia reviews and reports for Ohio and Colorado are currently being drafted.

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 disabled individuals 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 disabled individuals 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 2019, the RA staff delivered 16 presentations/webinars detailing the accommodation process; focusing on telework as an accommodation and medical confidentiality. On August 21st, 2019, 155 APHIS employees participated in the "General Telework vs. Telework as a Reasonable Accommodation" webinar. On August 28th, 2019, 42 individuals participated in the "Overview of the Reasonable Accommodations Process" webinar. On September 25th, 2019, 95 employees participated in the "Medical Confidentiality and the Reasonable Accommodations Process" webinar.

In partnership with the OCRDI, the RA staff presented six 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

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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

In order to maintain a knowledgeable workforce on the efforts of OCRDI and HR, quarterly updates are provided to the National Civil Rights and Diversity Advisory Committees (NCRDAC) and management officials. The OCRDI and Human Resources Division meet monthly 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.

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. FY 2019 participation consisted of one cohort with a total of 29 employees: 35% White females, 42% White males, 7% African American females, 0% African American males, 3% Asian males, 0% Asian females, 10% Hispanic females, and 3% Hispanic males.

The Intermediate Leadership Development Program (ILDP) targets employees at the GS 9 – 11 grade levels and consists of a blended learning curriculum, shadow assignments, and learning team projects. A cohort was not held in FY 2019 due to the furlough.

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. FY 2019 participation consisted of 27 employees: 63.0% White females, 22.2% White males, and 14.8% African American females.

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 with regard to grade level. Following a lengthy and thorough revision of the program, the ALDP was re-launched in the summer of 2018 and graduated the 'pilot' class in May of 2019. The ALDP class of 2020 is scheduled to commence during the 2nd quarter of FY 2020. FY 2019 participation consisted of 24 employees: 33.3% White females, 41.6% White males, 8.3% African American females, 4.1% Asian males, and 4.1% Hispanic males, and 8.3% Males in the two or more reported groups.

The Federal Executive Institute (FEI) – Leadership for a Democratic Society targets employees at the GS 15 level and Senior Executive Service level. FY 2019 participation consisted of 8 employees: 62.5% White males, 12.5% African American females, 12.5% African American males, and 12.5% Hispanic males.

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's of Science in Leadership degree granted by Olin Business School at Washington University in St. Louis, MO. FY 2019 participation consisted of 15 employees: 53.3% White females, 26.7% White males, 6.7% African American females, 6.7% Hispanic females, and 6.7 % Asian females.

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. FY 2019 participation consisted of 16 employees: 25% White females, 43.75% White males, 12.5% African American females, 6.25% Hispanic Females, 6.25% African American Males, 6.25% American Indian or Alaskan Native Males.

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 & Inclusion team held four in-house SEPM and Barrier Analysis trainings and will continue to host trainings on a quarterly basis.

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Barrier Analysis

This report includes all of the required workforce data tables except for the applicant flow components of table B7, SES components of tables A/B-11, and tables A/B-12. 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 in regards to 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

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

These programs are an effort to resolve workplace disputes at the earliest stage possible and both programs have developed guidelines and pamphlets in accordance to 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. Each case is documented in 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

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this service to GSA approved vendors or other USDA agency mediators if a contact presents a conflict of interest.

APHIS remains steadfast in its commitment to reducing EEO discrimination complaints through proven and innovative approaches. In comparison to FY 18, FY 19 reflects a decrease in the number of informal complaints filed within APHIS. FY 19 yielded 64 informal complaints, as compared to the 77 informal complaints in FY 18. This represents a decrease in activity by 17%. 30 of the 64 informal complaints did not progress to the formal stage. Formal EEO complaint activity within APHIS also exhibited a similar decrease in FY 19, with 34 formal complaints as compared to 40 formal complaints filed in FY 18. This represents a 15% decrease overall in formal EEO complaint activity. Seven formal EEO complaints were dismissed and did not progress beyond the initial filing stage.

APHIS utilizes ADR skills such as mediation and settlement negotiation to achieve informal complaint resolution at the earliest possible stage of the EEO process. This has resulted in 2 negotiated settlement agreements and 9 voluntary withdrawals. Because of APHIS' approach, there was an Agency cost savings of \$120,000 due to the decrease in complaints not progressing to the formal stage. Due to the seven formal dismissals, the Agency had an additional cost savings of approximately \$28,000. APHIS' application of ADR skills and knowledge as well as dissemination of EEO information throughout the agency has been instrumental in saving the Agency approximately \$148,000 in FY 19.

APHIS, HR Division, Collaborative Resolution Branch 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 FY 19, CR received 647 requests, which included: 528 one-on-one coaching sessions, 57 group conflict sessions/trainings, 11 requests for other services, and 51 mediations (which resulted in 14 agreements, 10 declinations, 8 no agreements, 8 withdrawals, 4 pending mediations, and 7 mediations not completed due to other reasons). 522 supervisors and 676 non-supervisors sought or participated in CR services during FY 19.

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 preparing the analyses required for actions related to employees. The system is housed internally in Sharepoint. Completed CRIAs included the following:

- Plant Protection and Quarantine (PPQ) Lubbock, TX Office Closure
- Wildlife Services (WS) Directed Reassignment for NV Employee
- Veterinary Service (VS) National Veterinary Services Laboratory Units Consolidation
- WS Directed Reassignment for San Diego County CA Employee
- WS Directed Reassignment for San Diego County CA Employee
- PPQ Lacey Act Implementation Plan De Minimis Exception Final Rule
- PPQ Relocation and Closure of Jamaica, NY Office
- PPQ Field Operations Yakima, WA Office Closure
- BRS Biotechnology Regulation Revisions
- PPQ Professional Development Center Reorganization

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 2019:

Diversity and Inclusion

- Self-Identification & Self-Reporting – 5 participants per training
- Office of Diversity & Inclusion Mission Training – 30 participants per training
- Special Emphasis Program Manager Training – 10+ participants per training
- Barrier Analysis Training – 10+ participants per training

Counseling and Resolution

- FHRM Training (Classroom) – 117 participants total
- Experienced Supervisors' Training – 57 participants
- Resolving Official Training – 10+ participants
- Prevention of Sexual Harassment Training – 113+ participants
- EEO in the Workplace Training for Managers – 50 participants
- EEO Complaint Process – 50 participants
- EEO Observer Training (Webinar – 2 Sessions) – 50 participants per training

OCRDI ensures equal opportunity in the hiring process by participating as EEO Observers on interview panels throughout the fiscal year.

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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 in order 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. The report is also 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 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

Please note, data was collected twice for this report: during the regular collection period, and again closer to the EEOC deadline. The most recent data was used for the EEOC Excel sheet for validation purposes, however the regular collection period data was used for the below analysis. Workforce data analysis below and in Part J may deviate from the EEOC Excel sheet by less than 0.03%.

In FY 2019, there were 8,077 total employees. This total includes: 5,646 permanent and 2,431 temporary. The total workforce is comprised of 59.39% male and 40.61% female.

The demographic of APHIS workforce is as follows: White males – 42.33% (3,419); White females – 27% (2,181); Hispanic males – 6.56% (530); Black females – 5.77% (466); Asian males – 4.32% (349); Hispanic females – 3.79% (306); Black males – 3.43% (277); Asian females – 2.35% (191); Native Hawaiian or Other Pacific Islander (NHOPI) males – 0.97% (78); American Indian or Alaska Native (AIAN) males – 0.76% (61); Two or more races (TMR) males – 0.97% (78); TMR females – 0.80% (65); AIAN females – 0.58% (47); and NHOPI females – 0.38% (31).

Hispanic females (HF), White females (WF), Black males (BM), Black females (BF), and females (as a group) 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 2019.

Table 1 A1.1

| Underrepresented Groups | Total Workforce Rep. (%) | CLF (%) | FY 2019 Difference (Total workforce – CLF) |
|--------------------------|--------------------------|---------|--|
| Hispanic females | 3.79 | 4.79 | -1.00 |
| White females | 27.00 | 34.03 | -7.03 |
| African Am/Black males | 3.43 | 5.49 | -2.06 |
| African Am/Black females | 5.77 | 6.53 | -0.76 |
| Females | 40.67 | 48.14 | -7.47 |

In comparison to FY 2018, the participation levels for females as a group, Hispanic males (HM), Hispanic females, White female, NHOPI males, AIAN males, and AIAN females have 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 A-1)

Summary of APHIS Workforce by Race, National Origin (RNO) and Sex

Officials and Managers

Of the 5,646 total permanent employees, 1,797 (31.83%) are classified as “Official and Managers.” 50.42% identify as male and 49.58% identify as female. The race/ethnicity breakdown of the “Official and Managers” category is as follows: Hispanic – 7.18% (7.1% in FY 2018); White – 67.67% (68.79% in FY 2018); Black – 18.42% (17.28% in FY 2018); Asian American – 4.28% (4.32% in FY 2018); NHOPI – 0.50% (0.45% in FY 2018); AIAN – 1.44% (1.65% in FY 2018); and TMR – 0.5% (0.4% in FY 2018).

There are 2,379 (42.14%) identified in the “Professional” category, 805 (14.26%) identified in the “Technician” category, and 487 (8.63%) identified in the “Administrative Support” category.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

Of the 2,379 employees identified in the "Professional" category, 57.38% identify as males and 42.62% identify as females. The race/ethnicity breakdown of the "Professional" category is as follows: Hispanic – 9.96% (10.07% in FY 2018); White – 72.26% (73.22% in FY 2018); African American – 8.45% (7.78% in FY 2018); Asian American – 7.32% (6.8% in FY 2018); NHOPI – 0.51% (0.55% in FY 2018); AIAN – 1.22% (1.23% in FY 2018), and TMR – 0.30% (0.34% in FY 2018).

(See Tables A3-1 and A3-2)

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 are higher than that of higher grade levels/leadership positions.

Though the HM participation rate in the GS-12 grade level is 5.67%, the participation rate in the GS-13 level is 3.33%. This is not only below the HM participation rate of the workforce (-3.23), but it is below the participation rate in the GS-12 grade level (-2.34). Though the HF participation rate in the GS-11 grade level is 5.75%, the participation rate in the GS-12 level is 3.83%. Participation rate in GS-14 – SES grade levels are consistent for Hispanic employees.

Though the participation rate for Asian Americans in the GS-11 grade level is 9.55%, the participation rate for Asian Americans in the GS-12 grade level is 3.92%. This is below the Asian American's participation rate of the workforce (-2.74) and below the participation rate for Asian Americans in the GS-11 grade level (-5.63). This is also reflected in the participation rates of Asian American males in the GS-15 through SES levels.

(See Table A4-1)

Participation Rates for Major Occupations

In comparison to their respective OCLF, females as a group have a low participation rate in the following MCOs: 0401 – General Biological Science (-8.43); 0486 – Wildlife Biology (-32.34); 0704 – Animal Health Technician (-41.17); 2210 – Information Technology (-5.78); 0421 – Plant Protection and Quarantine Technician (-13.61); 0404 – Biological Science Technician (-8.28); and 0201 – Human Resources Management (-5.03). Hispanics have a low participation rate in the 0486 – Wildlife Biology series (-0.36) and the 0201 – Human Resources Management series (-4.37). African Americans have a low participation rate in the following MCOs: 0486 – Wildlife Biology (-2.72); 0704 – Animal Health Technician (-8.56); 0421 – Plant Protection and Quarantine Technician (-2.1); and 0404 – Biological Science Technician (-7.26). NHOPIs have a low participation rate in the following MCOs: 0704 – Animal Health Technician (-0.31); 0201 – Human Resources Management (-0.6); and 0403 – Microbiology (-0.6). AIANs have a low participation rate in the following MCOs: 0401 – General Biological Science (-7.08); 0486 – Wildlife Biology (-7.28); 0704 – Animal Health Technician (-2.43); 2210 – Information Technology (-9.01); 0421 – Plant Protection and Quarantine Technician (-10.34); 0404 – Biological Science Technician (-10.26); and 0403 - Microbiology (-8.40).

(See Table A-6)

New Hires

In FY 2019, there were a total of 1,111 new hires (265 permanent and 846 temporary). Of the total new permanent hires, 50.57% (134) were male and 49.43% (131) were female; 5.28% were Hispanic; 73.96% were White; 13.97% were African American; 5.28% were Asian American; 0% were NHOPI; 0.75% were AIAN; 0.75% were Two or More Races. **Hispanic males, Hispanic females, and Black males participation rate in retrospect to new hires are below the 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 A-8)

Promotions

In FY 2019, there were a total of 529 promotions received (414 in FY 2018). Males received 48.77% (258) and females received 51.23% (271) of the total promotions.

Promotions received by groups with low participation are as follows: Hispanic females – 7.18% (38); White females – 28.92% (153); Black males – 4.35% (23), and Black females – 10.02% (53).

(See Appendix A part a: Table A-10)

Awards

Time-Off Awards 1 – 9 Hours

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There were a total of 75 Time-Off Awards (1 – 9 Hours) given for a total of 504 hours (average hours = 7). Males received 46.67% and females received 53.33% of the awards. NHOPI females, AIAN males and females, and TMR males and females are groups that did not receive an award in this category.

Time-Off Awards +9 Hours

There were a total of 312 Time-Off Awards (9+ Hours) given for a total of 7,917 hours (average hours = 25). Males received 39.42% and females received 60.58% of the awards. All RNOs were recipients of an award in this category.

Cash Awards \$100 – \$500

There were a total of 1,777 Cash Awards (\$100 – \$500) given for a total amount of \$625,275 (average amount = \$352). Males received 49.13% and females received 50.87% of the awards. All RNOs were recipients of an award in this category.

Cash Awards \$500+

There were a total of 4,401 Cash Awards (\$500+) given for a total amount of \$4,806,205 (average amount = \$1,092). Males received 48.17% and females received 51.83% of the awards. All RNOs were recipients of an award in this category.

Quality Step Increases (QSI)

There were a total of 94 QSIs given for a total benefit of \$279,387 (average benefit = \$2972). Males received 41.49% and females received 58.51% of the awards. All RNOs were recipients of an award in this category with the exception of NHOPI male and TMR females.

A trigger may be present for Black males and Asian males in retrospect to awards distribution, when compared to the groups' workforce participation rate.

(See Appendix A part a: Table A-13)

Separations

In comparison to FY 2018, APHIS saw an increase in separations in FY 2019. There were 486 total separations (462 voluntary and 24 involuntary). Of the total, 54.32% were males and 45.68% were females. The RNO groups with a total separation rate above their participation rate in the total permanent workforce (TWF) are as follows: White males (TWF – 39.30%; Voluntary – 39.39%; Involuntary – 37.50%); White females (TWF – 32.30%; Voluntary – 32.68%); Black males (TWF – 4.53%; Involuntary – 8.33%); NHOPI males (TWF – 0.82%; Voluntary – 0.87%); AIAN males (TWF – 0.82%; Voluntary – 0.87%); AIAN females (TWF – 1.03%; Voluntary – 1.08%); TMR females (TWF – 0.82%; Voluntary – 0.87%). The RNO groups with an involuntary separation rate above their participation rate in the total permanent workforce are as follows: Hispanic males (Involuntary – 12.5%); Black females (Involuntary – 8.33%); and Asian males (Involuntary – 4.17%)

(See Appendix A part a: Table A-14)

Summary of Applicant Flow Data by RNO and Sex

In FY 19, USDA and its subcomponent agencies transitioned to a new data capturing system within the fiscal year. Due to this transition, only the first and second quarter of FY 19 is captured in the applicant flow data analysis of Tables A 7, 9 and 11. A full applicant flow data analysis will be conducted in FY 20 using the new system and data tables.

Applicants & Hires for Major 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

In FY 2019, APHIS received 333 applications for the 0201 job series, and 15 permanent positions were filled. The race/ethnicity breakdown is as follows: Hispanic – 9.58% qualified (7.14% selected); White – 48.66% qualified (57.14% selected); African American – 35.25% qualified (21.43% selected); Asian American – 4.60% qualified (7.14% selected); NHOPI – 0.77% qualified (0% selected); and AIAN – 1.54% qualified (7.14% selected). The gender breakdown is as follows: Males – 51.34% qualified (57.14% selected); and Females – 48.28% qualified (42.86% selected).

0401 – General Biological Science

In FY 2019, APHIS received 974 applications for the 0401 job series and 84 positions were filled. The race/ethnicity breakdown is as follows: Hispanic – 32.45% qualified (38.89% selected); White – 39.05% qualified (33.33% selected); African American – 10.81% qualified (22.22%

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selected); Asian American - 12.66% qualified (5.56% selected); NHOPI - 0.13% qualified (0% selected); AIAN - 0.53% qualified (0% selected); and TMR - 2.5% qualified (0% of selected). The gender breakdown is as follows: Males - 64.51% qualified (61.11% selected); and Females - 35.49% qualified (38.89% selected).

0403 - Microbiology

In FY 2019, there were no selected applicants in the 0403 series.

0404 - Biological Science Technician

In FY 2019, APHIS received 284 applications for the 0404 job series however only 2 permanent positions were filled.

0421 - Plant Protection and Quarantine Technician

In FY 2019, APHIS received 534 applications for the 0421 job series and 23 permanent positions were filled. The race/ethnicity breakdown is as follows: Hispanic - 76.03% qualified (100% selected); White - 10.17% qualified (0% selected); African American - 0.72% qualified (0% selected); Asian American - 6.54% qualified (0% selected); NHOPI - 2.18% qualified (0% selected); AIAN - 0.72% qualified (0% selected); and TMR - 2.18% qualified (0% selected). The gender breakdown is as follows: Males - 56.66% qualified (52.17% selected); and Females - 43.34% qualified (47.83% of selected).

0486 - Wildlife Biology

In FY 2019, APHIS received 177 applications for the 0486 job series and 8 permanent positions were filled. The race/ethnicity breakdown is as follows: Hispanic - 5.55% qualified (0% selected); White - 84.93% qualified (87.50% selected); African American - 1.59% qualified (0% selected); Asian American - 3.98% qualified (0% selected); and TMR - 1.58% qualified (0% selected). The gender breakdown is as follows: Males - 61.11% qualified (87.50% selected); and Females - 38.10% qualified (0% selected).

0701 - Veterinary Medical Officer

In FY 2019, APHIS received 630 applications for the 0701 job series and 12 permanent positions were filled. The race/ethnicity breakdown is as follows: Hispanic - 13.03% qualified (8.33% selected); White - 67.7% qualified (83.33% selected); African American - 8.56% qualified (8.33% selected); Asian American - 7% qualified (0% selected); AIAN - 0.78% qualified (0% selected); and TMR - 1.94% qualified (0% selected). The gender breakdown is as follows: Males - 40.86% qualified (41.67% selected); and Females - 59.14% qualified (58.33% selected).

0704 - Animal Health Technician

In FY 2019, there were no selected applicants in the 0704 series.

2210 - Information Technology

In FY 2019, APHIS received 146 applications for the 2210 job series and 3 positions were filled. Out of the three positions, all were filled by White males.

(See Appendix A part a: Table A-7)

Selections for Internal Competitive Promotions for Major Occupations*0201 - Human Resources Management*

In FY 2019, APHIS received 268 applications for the 0201 job series, and 15 permanent positions were filled. The race/ethnicity breakdown is as follows: Hispanic - 9.58% qualified (6.67% selected); White - 46.36% qualified (59% selected); African American - 35.25% qualified (20% selected); Asian American - 4.60% qualified (6.67% selected); NHOPI - 0.77% qualified (0% selected); and AIAN - 1.54% qualified (6.67% selected). The gender breakdown is as follows: Males - 51.34% qualified (60% selected); and Females - 48.28% qualified (40% selected).

0401 - General Biological Science

In FY 2019, APHIS received 192 applications for the 0401 job series and only 3 positions were filled. Out of the three positions, two were Hispanic male and one White male.

0403 - Microbiology

In FY 2019, there were no selected applicants in the 0403 series.

0421 - Plant Protection and Quarantine Technician

In FY 2019, APHIS received 52 applications for the 0421 job series and 15 permanent positions were filled. The race/ethnicity breakdown is as follows: Hispanic - 76.92% qualified (100% selected); White - 3.84% qualified (0% selected); African American - 1.92% qualified (0% selected); Asian American - 11.54% qualified (0% selected); and NHOPI - 5.77% qualified (0% selected). The gender breakdown is as follows: Males - 53.85% qualified (60% selected); and Females - 46.15% qualified (40% selected).

0486 - Wildlife Biology

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In FY 2019, APHIS received 45 applications for the 0486 job series and 6 permanent positions were filled. The race/ethnicity breakdown is as follows: Hispanic – 4.66% qualified (0% selected); White – 81.39% qualified (83.33% selected); Asian American – 6.98% qualified (0% selected); and TMR – 2.33% qualified (0% selected). The gender breakdown is as follows: Males – 79.07% qualified (83.33% selected); and Females – 18.60% qualified (0% selected).

0701 – Veterinary Medical Officer

In FY 2019, APHIS received 84 applications for the 0701 job series and 4 permanent positions were filled. Out of the four positions, a White male (25%), Hispanic female (25%), and two White females (50%) were chosen.

0704 – Animal Health Technician

In FY 2019, there were no selected applicants in the 0704 series.

2210 – Information Technology

In FY 2019, APHIS received 99 applications for the 2210 job series and 3 positions were filled. Out of the three positions, all were filled by White males.

(See Appendix A part a: Table A-9)

Internal Selections for Senior Levels

In FY 2019, 286 applications were received for the GS-13 level (13 selected), 155 applications were received for the GS-14 level (6 selected), and 103 applications were received for the GS-15 level (1 selected). The race/ethnicity breakdown of the internal selections for senior level positions is as follows:

Hispanic Employees

For GS-13 level positions, Hispanics were 9.41% of the relevant applicant pool. Hispanics were 15.03% of the total applications received, 14.91% of those qualified, and 7.69% of those selected. For GS-14 positions, Hispanics were 5.35% of the relevant applicant pool. Hispanics were 17.42% of the total applications received, 17.01% of those qualified, and 0% of those selected. For GS-15 positions, Hispanics were 5.73% of the relevant applicant pool. Hispanics were 9.71% of the total applications received, 9.71% of those qualified, and 100% of those selected.

White Employees

For GS-13 level positions, White employees were 71.03% of the relevant applicant pool. White employees were 38.47% of the total applications received, 38.65% of those qualified, and 69.23% of those selected. For GS-14 level positions, White employees were 72.3% of the relevant applicant pool. White employees were 44.51% of the total applications received, 46.93% of those qualified, and 83.33% of those selected. For GS-15 level positions, White employees were 74.92% of the relevant applicant pool. White employees were 40.78% of the total applications received, 40.78% of those qualified, and 0% of those selected.

African American Employees

For GS-13 level positions, African Americans were 13.4% of the relevant applicant pool. African Americans were 38.81% of the total applications received, 39.01% of those qualified, and 15.38% of those selected. For GS-14 level positions, African Americans were 14.98% of the relevant applicant pool. African Americans were 27.74% of the total applications received, 29.26% of those qualified, and 16.67% of those selected. For GS-15 level positions, African Americans were 11.3% of the relevant applicant pool. African Americans were 17.47% of the total applications received, 17.47% of those qualified, and 0% of those selected.

Asian American Employees

For GS-13 level positions, Asian Americans were 3.91% of the relevant applicant pool. Asian Americans were 3.5% of the total applications received, 3.2% of those qualified, 7.69% of those selected. For GS-14 level positions, Asian Americans were 5.47% of the relevant applicant pool. Asian Americans were 5.81% of the total applicants received, 6.12% of those qualified, and 0% of those selected. For GS-15 level positions, Asian Americans were 5.89% of the relevant applicant pool. Asian Americans were 30.1% of the total applications received, 30.1% of those qualified, and 0% of those selected.

NHOPI Employees

For GS-13 level positions, NHOPI employees were 0.42% of the relevant applicant pool. NHOPI employees were 0.35% of the total applications received, 0.35% of those qualified, and 0% of those selected. No NHOPI employees applied for positions in the GS-14 nor GS-15 levels.

AIAN Employees

For GS-13 level positions, AIAN employees were 1.5% of the relevant applicant pool. AIAN employees were 0.7% of the total applications received, 0.7% of those qualified, and 0% of those selected. For GS-14 level positions, AIAN employees were 1.42% of the relevant applicant pool. AIAN employees were 0.65% of the total applications received, 0.68% of those qualified, and 0% of those selected. For GS-15 level positions, AIAN employees were 1.7% of the relevant applicant pool. AIAN employees were 0.97% of the total applications received, 0.97%

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of those qualified, and 0% of those selected.

Two or More Races Employees

For GS-13 level positions, TMR employees were 0.34% of the relevant applicant pool. TMR employees were 1.75% of the total applications received, 1.77% of those qualified, and 0% of those selected. For GS-14 level positions, TMR employees were 0.24% of the relevant applicant pool. TMR employees were 1.3% of the total applications received, 1.36% of those qualified, and 0% of those selected. For GS-15 level positions, TMR employees were 0.15% of the relevant applicant pool. TMR employees were 0.97% of the total applications received, 0.97% of those qualified, 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 Appendix A part a: Table A-11)

5 – Year Trend Analysis FY 2015 – FY 2019

Total female participation and Hispanic female participation rate in the total workforce decreased from FY 2015 – FY 2017. There was an increase in FY 2018 and a decrease in FY 2019 with both groups. WF participation rate in the total workforce has been on a steady decrease from FY 2015 – FY 2019. BM participation rate in the total employment increased in FY 2016, and decreased from FY 2017 through FY 2018, and increased in FY 2019. BF participation rate in the total workforce increased from FY 2015 – FY 2016, decreased in FY 2017 and FY 2018, and increased in FY 2019. We believe that the participation rates have decreased for all groups (except for HF) in FY 2018 due to the high separation rate of the entire workforce.

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

In FY 2019, there were a total of 676 permanent employees who identified as a Persons with Disabilities (PWD), and 201 permanent employees who identified as a Persons with Targeted Disabilities (PWTD). In comparison to FY 2018, there was a decrease of 3 PWDs and an increase of 7 PWTDs in FY 2019.

PWDs represent 12.22% of the permanent workforce and PWTDs represent 3.55% of the permanent workforce. APHIS exceeded the EEOC goal of 12% for PWDs and 2% for PWTDs in FY 2019. 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 Appendix A part b: Table B-1)

Official and Managers

Of the 1,796 permanent employees classified as “Official and Managers,” 12.14% (218) identify as PWD, and 3.84% (69) identify as PWTD. PWDs occupy 8.02% (13) of Executive/Senior Level positions. PWTDs occupy 4.94% (8) of Executive/Senior Level positions. PWDs occupy 9.26% (46) of Mid-Level grades (GS-13 – 14) and PWTDs occupy 2.82% (14) of Mid-Level grades. PWDs occupy 7.59% of First Level grades (GS-12 and below) and PWTDs occupy 3.48% of First Level grades.

Of the 2,381 employees identified in the “Professional” category, 9.45% (225) identify as a PWD, and 2.73% (65) identify as a PWTD.

(See Appendix A part b: Tables B3-1 and b3-2)

Participation Rate for General Schedule (GS) Grades

The EEOC has set a goal for agencies to achieve a 12% participation rate for PWD at the GS-11 and above (including SES) and at the GS-10 level and below. **Out of the 3,742 employees in the GS-11 to SES, 399 (10.66%) identify as PWD and 121 (3.23%) identify as PWTD.** APHIS meets the goal for PWTD in the GS-11 through SES cluster, however APHIS is below the goal with PWD. A goal to address the trigger involving PWD is highlighted in Part H.

Out of the 1,788 employees in the GS-10 level and below, 263 (14.71%) identify as PWD and 74 (4.14%) identify as PWTD. APHIS meets the EEOC goal for both PWD and PWTD in the GS-10 and below cluster.

(See Appendix A part b: Table B4-1)

Participation Rates for Major Occupations

PWDs have a low participation (in comparison to EEOC goals) in the following MCOs: 0401 – General Biological Science (9.05% participation rate); 0403 – Microbiology (8.33% participation rate); 0404 – Biological Science Technician (6.10% participation rate); 0421 – Plant Protection and Quarantine Technician (11.74% participation rate); 0486 – Wildlife Biology (3.64% participation rate); 0701 – Veterinary Medical Science (9.84% participation rate); and 0704 – Animal Health Technician (7.65% participation rate).

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PWTDs have a low participation rate (in comparison to EEOC goals) in the 0403 – Microbiology series (0% participation rate).
(See Appendix A part b: Table B-6)

New Hires

In FY 2019, there were a total of 265 permanent new hires. Of the total permanent new hires, 16.23% (43) identified as PWD and 3.77% (10) identified as PWTD. APHIS reached and exceeded the EEOC hiring goal of 12% for PWD and 2% for PWTD.
(See Appendix A part b: Table B-8)

Promotions

In FY 2019, of the total of 529 promotions received, 13.80% (73) were employees who identified as PWD and 3.97% (21) were employees who identified as PWTD.
(See Appendix A part b: Table B-10)

Awards

Time-Off Awards 1 – 9 Hours

There were a total of 75 Time-Off Awards (1 – 9 Hours) given for a total of 504 hours (average hours = 7). PWDs received 22.67% and PWTDs received 4% of the awards.

Time-Off Awards +9 Hours

There were a total of 312 Time-Off Awards (9+ Hours) given for a total of 7,917 hours (average hours = 25). PWDs received 13.02% and PWTDs received 3.81% of the awards.

Cash Awards \$100 – \$500

There were a total of 1,777 Cash Awards (\$100 – \$500) given for a total amount of \$625,275 (average amount = \$352). PWDs received 10.84% and PWTDs received 3.17% of the awards.

Cash Awards \$500+

There were a total of 4,401 Cash Awards (\$500+) given for a total amount of \$4,806,205 (average amount = \$1,092). PWDs received 10.80% and PWTDs received 3.42% of the awards.

Quality Step Increases (QSI)

There were a total of 94 QSIs given for a total benefit of \$279,387 (average benefit = \$2972). PWDs received 8.51% and PWTDs received 0% of the awards.

(See Appendix A part b: Table B-13)

Separations

In FY 2019, There were 487 total separations (462 voluntary and 25 involuntary). Of the total, 18.07% were PWDs (17.97% of voluntary; 20% of involuntary) and 3.49% were PWTDs (3.46% of voluntary; 4% of involuntary). **A trigger is present with PWDs, because PWDs are only 11.97% of the total workforce.**

(See Appendix A part b: Table B-14)

Summary of Applicant Flow Data by PWD/PWTD

In FY 19, USDA and its subcomponent agencies transitioned to a new data capturing system within the fiscal year. Due to this transition, only the first and second quarter of FY 19 is captured in the applicant flow data analysis of Tables B 7, 9, and 11. A full applicant flow data analysis will be conducted in FY 20 using the new system and data tables.

Applicants & Hires

In FY 2019, APHIS received a total of 4,516 applications from those who voluntarily identified and filled 127 permanent positions. 7.60% (343) of applicants identified as PWD and 2.44% (110) identified as PWTD. Out of the 127 new hires, 3.94% (5) identified as PWD and 0.79% (1) identified as PWTD.

Currently, Table B7 does not display the percentage of qualified applicants or applicant flow by MCOs for persons with disabilities. However, a new data capturing system was put into place in FY 19, and this information is expected to be collected in FY 20.

(See Appendix A part b: Table B-7)

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Internal Competitive Promotions

0201 – Human Resources Management

In FY 2019, 13.16% of the qualified applicants identified as PWD, and 3.62% of the qualified applicants identified as PWTD. PWDs were 6.67% of those selected and PWTDs were 0% of those selected.

0401 – General Biological Science

In FY 2019, 8.84% of the qualified applicants identified as PWD, and 3.26% of the qualified applicants identified as PWTD. PWDs/PWTDs were 25% of those selected.

0403 – Microbiology

In FY 2019, 4.17% of the qualified applicants identified as PWD, and 4.17% of the qualified applicants identified as PWTD. PWDs and PWTDs were not among those selected.

0421 – Plant Protection and Quarantine Technician

In FY 2019, 1.49% of the qualified applicants identified as PWD, and 0% of the qualified applicants identified as PWTD. PWDs and PWTDs were not among those selected.

0486 – Wildlife Biologist

In FY 2019, 6.12% of the qualified applicants identified as PWD, and 4.08% of the qualified applicants identified as PWTD. PWDs and PWTDs were not among those selected.

0701 – Veterinary Medical Officer

In FY 2019, 4.04% of the qualified applicants identified as PWD, and 2.02% of the qualified applicants identified as PWTD. PWDs and PWTDs were not among those selected.

0704 – Animal Health Technician

No PWDs or PWTDs applied for positions in the 0704 series in FY 2019.

2210 – Information Technology

In FY 2019, 4.51 % of the qualified applicants identified as PWD, and 3.01% of the qualified applicants identified as PWTD. PWDs and PWTDs were not among those selected.

(See Appendix A part b: Table B-9)

Internal Selections for Senior Levels

In FY 2019, 357 applications were received for the GS-13 level (16 selected), 215 applications were received for the GS-14 level (7 selected), and 133 applications were received for the GS-15 level (1 selected).

GS-13 positions

For GS-13 level positions, PWDs and PWTDs were 11.65% and 3.66% of the relevant applicant pool respectively. PWD were 9.24% of the total applications received, 9.35% of those qualified, and 0% of those selected. PWTD were 2.80% of the total applications received, 2.83% of those qualified, and 0% of those selected.

GS-14 positions

For GS-14 level positions, PWDs and PWTDs were 12.59% and 3.44% of the relevant applicant pool respectively. PWD were 8.37% of the total applications received, 8.45% of those qualified, and 0% of those selected. PWTD were 2.79% of the total applications received, 2.82% of those qualified, and 0% of those selected.

GS-15 positions

For GS-15 level positions, PWDs and PWTDs were 7.11% and 2.16% of the relevant applicant pool respectively. PWD were 3.76% of the total applications received, 3.76% of those qualified, and 0% of those selected. PWTD were 2.26% of the total applications received, 2.26% of those qualified, and 0% of those selected.

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

(See Appendix A part b: Table B-11)

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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 Diversity Advisory Committees (CRDAC):

Animal Care (AC)

In FY 19, Animal Care's CRDAC restructured and updated critical documents for the operations of the committee such as Charter/By Laws, SOP, MOU, Operating Norms, Communication Plan, Performance Elements, Work plan, designed a CRDAC SharePoint and FY20 Action Plan. AC CRDAC participated in the VS Affinity & Beyond Day networking and celebrating each affinity group at the Oklahoma City Memorial Conference Center in Riverdale, MD. AC CRDAC members and staff participated in 10 AgDiscovery programs across the country presenting to hundreds of students and counselors on Animal welfare, student opportunities, emergency programs, and Enrichment for animals. In addition to presentations, AC participated in mini-career fairs and conducted mock inspections for Ag Discovery campers to educate on Animal Welfare compliance and career opportunities with Animal Care and APHIS. This met the goal of increasing AC's participation in Ag Discovery programs. AC also presented at the Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) conference on the Animal Welfare and enrichment and manned a booth providing scholarship/internship guidance and opportunities with AC. AC's CRDAC coordinated public health speakers at the Tuskegee University College of Veterinarian Medicine to enlighten a diverse group of Vet students about government careers for Veterinarians and presented to over 60 students and 5 Clinicians about Animal Care at Tuskegee University College of Veterinary Medicine in the Public health course in conjunction with VS. AC CRDAC also participated with OCRDI, recruitment branch at the Professional Agricultural Workers Conference in Auburn, AL where they participated on a panel of USDA employees on their respective Programs. Animal Care also utilized EEO observers for interviews for 13 open Veterinary Medical Officer (VMO) positions being filled.

Legislative and Public Affairs (LPA)

In FY 19, LPA 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 2019, to enhance our outreach efforts and raise awareness among LPA employees about available learning opportunities. LPA CRDAC Produced an LPA factsheet for SEPMs to use for outreach/recruitment, and attended the FAPAC conference this year in Huntsville, AL. In response to LPA/SEPM group's interest in improving efforts to obtain feedback from interns regarding their experiences with the program, LPA obtained employee exit survey used by MRPBS in December 2018 used as a template for developing exit interview tool for interns. LPA Collaborated with the Partnership in Education program to obtain supplies and giveaways for outreach initiatives to schools and collaborated with OCRDI's Outreach and Communication unit on recruitment for recent Pathways Intern writer-editor vacancy to get the word out about the vacancy to schools in OCRDI's database, which resulted in a qualified, diverse pool of applicants. LPA continues to collaborate with OCRDI and solicit ideas about reaching a more diverse candidate pool via Peace Corps hiring authority. The SEPM Committee prepared educational materials for, and represented LPA at, the annual Patriots Technology Center Shadowing Day on July 23, 2019. This was an all-day event in which 4 LPA staff members engaged with 5 lively and intelligent middle school students and shared the inner workings of LPA. The students were required to prepare a presentation and presented it before their peers and APHIS employees at the end of the day. The SEPM Committee represented LPA at the Destination Day event for Georgetown East Elementary School in Annapolis on June 7, 2019. This annual event is at the end of the school year and APHIS was invited to participate this year. The event was open to the entire school and 300 students visited our APHIS display table where LPA provided information and promotional materials to every student. Barrier Analysis training was provided in conjunction with the annual SEPM Offsite Strategic Planning Meeting which was held on June 20, 2019. A detailed Workforce Analysis for FY2019 has a planned completion date of October 31, 2019. This will ensure that all applicable updates provided by the NFC Data Reporting Center are reflected.

LPA participated in several special observances:

- Hispanic Heritage Month: an email and poster series highlighting notable locations in Puerto Rico and CFC donation options for hurricane relief efforts there (Sept 2018/October 2018)
- Created and distributed the Caribbean-American Newsletter for Black History Month. The Newsletter provided information on how Caribbean people shaped the United States through slavery, migration, and immigration. A part of research for this project was conducting interviews with Caribbean-Americans that work for APHIS to learn more about their cultural background, and how it relates to their career.
- Collaborated with OCRDI to host the May 9, 2019 Asian-American Pacific Islanders Heritage (AAPI) Observance. More than 100 employees attended and many more participated on the Webinar. In addition to assisting with overall planning, LPA prepared a display table with a Cambodia theme and distributed cultural food samples.
- Collaborated with OCRDI to host the 2019 Hispanic American Heritage Month Observance. LPA facilitated a panel discussion with 4 APHIS Hispanic employees. The discussion consisted of preselected questions that were presented to each of the panelist. Each panelist was provided an opportunity to respond to the question and any follow up questions from the audience. The presentation also included data gathering through questions that were posed to the participants. This information will be used as a part of the APHIS barrier analysis.

Marketing & Regulatory Programs Business Services (MRPBS)

In FY19, MRPBS provided Customer Service Training in all locations for MRPBS employees, including classroom training and webinars. The MRPBS CRDAC Coordinated the Women's Friendship Month event in September 2019, recognizing 17 women across APHIS. The event

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was shared via VTC and phone throughout the country. MRBPS sponsored the Ag Discovery Program at Delaware State University, encouraging middle school and high school students to pursue careers in agriculture and promoted AgDiscovery by speaking to the President of Baltimore's College Bound, meeting with a group of Baltimore City Counselors, and spoke with a classroom of high school students to explain AgDiscovery, how it promoted college life and the knowledge of agriculture, and to encourage students to apply for Ag Discovery for the upcoming school year. MRPBS CRDAC promoted and helped to coordinate the Emerging Women's Leadership Series Webinars and assisted with VS' Affinity and Beyond Day on July 16, 2019 in Riverdale. MRPBS managed the selection for 17 affinity conferences to ensure MRPBS employees were given opportunities to attend. Within the Committee CRDAC members received professional development at the Federal Dispute Resolution Conference, the 41st National Training Institute "Benchmark for Achieving Excellence in the Workplace" in Dallas, Texas, attended Society for Advancement of Chicanos/Hispanics and Native Americans in Science (SACNAS) in San Antonio, TX, and The Society of American Indian Government Employees (SAIGE) Summit in Niagara Falls, NY. MRPBS CRDAC sent out regular correspondence throughout the year to educate MRPBS' employees about Native American tribes and activities, participated in organizing/planning the Hispanic Heritage Month in Riverdale, attended and participated in the Diversity Town Halls and reviewed the MRPBS Workforce Profile Data.

The MRPBS CRDAC also transformed APHIS' Employee Engagement Café learning café by offering a "Ted Talk" concept used to generate employee engagement. All new MRPBS Special Emphasis Program Managers (SEPMS) on the Committee attended SEPM training.

Veterinary Services (VS)

In FY19, the VS CRDAC participated in the following events outreach events for students and historically underserved communities:

The Native American/Alaska Native SEPM, as well as teams from Kansas State University College of Veterinary Medicine, Noah's Hope Animal Rescue, and VMOs from USDA APHIS VS in Nebraska held a Spay/Neuter and Wellness clinic on the Santee Sioux Reservation in Northeast Nebraska.

The VS D4 Caribbean American Heritage SEPM hosted a Saul T Wilson Jr. student from in which she also offered a stay in her home for her stay to offset some of the expenses of her externship. During her Externship experience, she learned:

D4 Asian and Pacific Islander SEPM presented a power point illustrating the major landmarks of the heart at Washburn University in Topeka, Kansas, that hosted a "Women in Science Day." participants guided 34 Students in the wet lab dissection of porcine plucks.

Participated in the "Pathways to Success" Career Symposium, an inaugural event hosted by Veterinarians Encouraging and Teaching (VET) was held at Heritage Place equine event center in Oklahoma City, Oklahoma. This event brought together 65 equine veterinarians, 29 veterinary hospitals and 15 affiliated industry sponsors with veterinary students interested in equine and large animal practice. The format provided motivational and informational speakers from university instructors, industry group representatives and veterinary practitioners.

African American Heritage SEPM attended an outreach event at the Middle and High School at Vicksburg, Mississippi to let students and job seekers who may be looking at a career in the federal government. Students were very interested in: The application process for the Ag-Discovery Program at Alcorn State Univ.

D-4 CRDAC Champion-Alternate presented a program on Cattle Fever Tick Program for the Madisonville High School students.

VETS VMO hosted two Kansas State Veterinary Students for a two-week regulatory medicine externship. The students experienced various activities that field and staff conduct during normal duties.

Asian American and Pacific Islander SEPM and other USDA agencies staffed a booth as 'One USDA' at Swine Day held at Kansas State University. They answered questions and explained what the various USDA agencies offer.

LGBTQ SEPM worked alongside the Farm Service Agency, Natural Resources Conservation Service and Rural Development to represent the USDA at the annual Tulsa Farm Show.

Women's Program SEPM was visited (at the VS MO District Office, Jefferson City, MO) by seven public health students from University of Missouri, College of Veterinary Medicine, they presented them with information on: USDA organization structure; FiOps; VETS; International health certificate completion; and, various career opportunities in the federal government.

D-4 CRDAC Co-Chair hosted a booth at the Kansas Women Managing the Farm conference in Manhattan, Kansas. Over 200 women attended the conference to network and learn about their role in managing the farm or ranch. Visitors at the booth gained insight on the jobs that APHIS employees conduct daily and disease information. Native American Heritage SEPM conducted an outreach event by hosting a booth at the Women Managing the Farm conference in Kearney, Nebraska.

Nebraska APHIS, PPQ, and Veterinary Services employees attended the Lincoln Public School Science Fair on in Lincoln, Nebraska. Middle school students from Lincoln and the surrounding area attended the fair and participated in a science contest.

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- USDA booth displayed ear tags, speculums, PPE, and various sizes of syringes, needles and blood tubes were displayed;
- Ag Discovery pamphlets were distributed;
- PPQ displayed cases of grasshoppers and other insects as well as invasive plants.

Subsequent to the severe flooding that occurred in Nebraska Native American Heritage SEPM and other Nebraska VS employees, reached out to the tribes in northeast Nebraska to determine what assistance was needed. They coordinated the delivery of donated calf support supplies to the Santee Sioux land manager for distribution to tribal members.

African American Heritage SEPM attended an outreach event for the orientation of students and job seekers who may be looking at a career in the federal government.

LGBTQ SEPM attended Veterinary Tech Career Day at Murray State Collage in Tishomingo, OK. There were 40 people who visited the booth to learn about positions for ANT/AIC with the USDA.

LGBTQ Pride SEPM D-4 CRDAC Co-Champion, and several other Oklahoma VS employees, participated in the Oklahoma Youth Expo (OYE). SC-Gainesville staff from Oklahoma supported the One USDA educational booth with FSA, NASS, NRCS and Rural Development colleagues.

D-4 CRDAC Co-Chair participated in a panel discussion sponsored by the Sigma Alpha Sorority from Fort Hays State University. The agriculture women's sorority wanted to learn about the challenges that women face in agriculture careers.

Conducted an Outreach booth at Fort Hayes State University in celebration of Agriculture Day. The University celebrates Agriculture week each year in April, hosting Ag Day on the quad on the Thursday of the week. The event is effective in educating the general public about various agricultural topics.

LGBTQ SEPM attended a booth at the Veterinary Tech Career Day at Tulsa Community College in Tulsa, OK. Thirty-five people visited the booth to learn about the various AHT/AIC positions that may be available with APHIS Veterinary Services.

African American Heritage SEPM participated in the outreach event with the Velma Jackson High School in Camden, Mississippi. The students were very interested in Veterinary Services activities and inquired about the process of becoming veterinarians because of their love of animals. Some students never heard of USDA-APHIS-VS. The students were informed about the different scholarship that are available, Ag-Discovery Program, and Internship Programs with the USDA.

The VS D-4 CRDAC participated in several Ag Discovery programs:

- Alcorn State University, Lorman, MS, June 17-29, 2019: Sixteen students from many states participated.
- Prairie View A & M University, Prairie View, TX, June 18-29, 2019: This is the first time in several years that a representative from VS has been involved. Twenty-five students from many states participated.
- Lincoln University, Jefferson City, MO, July 8-21, 2019: Coordinated by Rose Massengill (Women's History SEPM). Fourteen students from many states participated.

D-4 CRDAC Co-Chair gave a presentation on the Overview of Arkansas Agriculture, and a perspective on the mission and activities of USDA APHIS Veterinary Services to three classes of agriculture students at the Siloam Springs Middle School, Siloam Springs, AR.

Women's History SEPM participated in the Missouri State-Wide "Women in Agriculture in Missouri" Conference on in Saint Charles, MO.:2 ½ day conference; and, 1 day for exhibits, staffed a "USDA-All" booth. Nebraska State Fair: D-4 CRDAC Co-Chair staffed and "All USDA" booth. Kansas State Fair Native American SEPM staffed an "All-USDA" booth. The VS S&P CRDAC hosted a booth at College of Southern Maryland Women STEM Career Day and provided Career Day Speakers for Wirt Middle School in the DC/MD area.

VS CRDACs hosted several Special Emphasis Observances and events centered around Special Emphasis groups to include:

- The Texas District Field Office hosted Native American Celebration Their guest speaker was Dr. Roberta A. Duhaime (a Kahnawake Mohawk who has been with VS since 1989), Texas Cattle Fever Tick Program epidemiologist, talked about the many differing roles and activities of Veterinary Services.
- A Veterans Day Celebration was held in the Texas District Office with a lunch and learn. Three veterans to shared 5 - 10 minutes of their experiences in the military and how rewarding it was for them.
- D-4 CRDAC Co-Champion attended the 32nd annual meeting of the Intertribal Agricultural Council. APHIS Office of National Tribal Liaison. Seven hundred twenty-five individuals attended the conference including tribal leaders, youth leaders and other USDA employees. The Intertribal Agriculture Council conducts a wide range of programs designed to further the goal of improving Indian Agriculture.

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- A celebration of the Asian Pacific Island Month Program was held at the Texas District Field Office and VTC Bridge with a luncheon with Asian food following a presentation from Dr. Stephen Slawek from the University of Texas. Professor Slawek is an accomplished performer on the Indian sitar.
- A celebration of the Asian Pacific Island Month Program was held at the Texas District Field Office and VTC Bridge with a presentation from Dr. Tess Miazgowica who traveled extensively and shared her tourism experience in Cambodia.
- A celebration of the Asian Pacific Island Month Program was held at the Texas District Field Office with a presentation from Dr. Michael Pruitt (Texas Area Veterinarian in Charge). Dr. Pruitt's broad veterinary work experiences has allowed him to work internationally in Vietnam.
- Native American Heritage SEPMs participated in a Wellness Clinic at the Santee Sioux Indian Reservation, located on the Nebraska-South Dakota border, conducted by K.S.U., CVM clinicians and students.
- Veterans SEPM sent an E-Mail report to All Field Ops D-4 VS employees on POW MIA Recognition Day.
- Native American SEPM participated in Spay-neuter clinic held by the Kansas State University, College of Veterinary Medicine, at the Santee Sioux Indian Reservation in Nebraska. Also provided rabies, feline respiratory virus, and distemper vaccination services, as well as wellness exams. The VS D4 CRDAC is working with APHIS Liaison with Native Americans to obtain grant money to pay for lodging and meals for participants. She is trying to expand program to other tribes in the area in a similar program.
- VS S&P CRDAC Veteran SEPM coordinated with Blacks In Government (BIG), the APHIS Veterans Employee Organization (VEO), the APHIS Civil Rights, Diversity, and Inclusion (OCRDI), and APHIS Veterans to present Our Story: Honoring Courage, Valor, and Sacrifice: Transitioning from Military to Civilian Life.
- In March, VS S&P CRDAC conducted Flash Mentoring with APHIS Women
- The VS CRDAC in Riverdale MD distributed over 100 "Did You Know" CRDAC facts within one-hour to help raise awareness and participation of SEPs and issues facing affinity groups at APHIS HQ.
- VS S&P CRDAC participated in the APHIS Women's Lean In Forum
- The VS S&P Disability SEPM partnered with OCRDI to provide resources in support ASL classes here in Riverdale HQ.
- VS S&P CRDAC, exhibited and recruited at the American Veterinary Medical Association Convention held in Washington DC from August 1-6, 2019.
- VS S&P CRDAC Chair hosted basic computer training classes at The Well, a non-profit in Baltimore MD aimed at providing support to at risk and disadvantaged women. This was a series of 3 classes to provide and improve basic job skills for young women entering the workforce.
- VS S&P CRDAC hosted the VS Affinity & Beyond Day: an informative and interactive affair that helped raise awareness and promoted cultural competency, in collaboration with other APHIS CRDACs and employees.

Biotechnology Regulatory Services (BRS)

In FY19, BRS CRDAC assisted with a review of position descriptions for biotechnologists at the GS 13 and 14 level to facilitate the announcement of position vacancies to improve BRS' ability to retain a diverse and highly qualified staff.

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

- A joint Black History Month Brown Bag event with PPQ, PPD, and VS where the movie "The African Americans - Many Rivers to Cross" was shown on 2/27/19.
- The Women's Program manager composed weekly emails about the history of women's suffrage and Breast Cancer Awareness. In addition, SEPM put up a poster to reflect this year's theme of "Visionary Women: Champions of Peace & Nonviolence" and encouraged everyone to share the names, information, poems, pictures of women who have influenced or inspired them, or women they believe to be Champions of Peace & Nonviolence. SEPM ran a clothing drive in BRS for two women's charities; I Support the Girls (who collects bras and feminine products) and a local women's shelter Pyramid Builders (who collects interview-ready clothing for women).
- The BRS AAPI SEPM participated in the planning of the AAPI Special Observance Event featuring the guest speaker Sandy Hoa Dang, a Vietnamese refugee from the Vietnam War, who also founded the organization Asian American Youth Leadership Empowerment and Development (AALeap) and was the executive director of the Vietnam Education Foundation. It was held in the Oklahoma City Conference room and live streamed and was followed by a cultural food tasting and booths hosted by different APHIS programs on Asian American or Pacific Island country contributions to agriculture. SEPM organized an event featuring guest yoga instructor Claudia Cavazza founder of WRKWell.org and graduate of VETOGA, a nonprofit that brings yoga and meditation to veterans, first responders and their families. It was also sponsored by BRS SEPMs for Veterans and Disabilities and the PPQ AAPI SEPM. SEPM developed a checklist/tutorial on how to plan and execute a SEPM event based on this experience.
- BRS' LGBT liaisons lead the decorations for the APHIS-wide LGBTQ+ annual pride event. The invited speaker complimented the decorations and said they represented "best practices" for inclusion.
- The BRS Caribbean-American SEPM partnered with Phil Mason, PPQ Caribbean American SEPM in Fort Collins, to celebrate Caribbean American music and culture for Caribbean American Heritage Month in June 2019. Multiple emails were circulated that included articles and links to share a deeper dive in to the music and culture of the Caribbean.
- BRS's HEPM assisted OCRDI Hispanic Diversity Specialist in providing facilitators and ideas for the National Hispanic Heritage Month 2019 Celebration, attended the HACU 24th National Capitol Forum in Washington, DC to collaborate with colleges, universities, Federal Government Workers, and other partners to learn how to promote strategies, and increase funding for Hispanic students whose interest is in STEM fields. The HEPM also held Brown Bag Meetings to educate BRS members and FYBR email distribution members on HACU Conference in Atlanta, Georgia; HACU Capitol Hill Forum.

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- The Disability SEPM sent emails to BRS during and around National Disabilities Employment Awareness Month (NDEAM) and also co-sponsored and held an informative Brown Bag with BRS staff to discuss the Diversity and Inclusion Conference with respect to individuals with disabilities and diversity and inclusion generally.
- BRS AI/AN SEPM put together a presentation sent out to all BRS on Native American/Alaska Native music and art for the 2018 NAAN Special Observance Month.
- BRS SEPMs and CRDAC members participated in the planning and execution of the VS sponsored Affinity and Beyond Day. The goal of this event was to raise awareness in APHIS about the different Affinity groups, what they do, and provide education about each of the affinity groups in order to help facilitate increased participation, outreach employment efforts (employment life cycle phases), build moral, and a culture of employee engagement. BRS SEPMs organized and co-staffed tables for the AAPI, LGBTQ+, and Veterans groups which included resources to improve English and technical writing proficiency, information on contributions from Hawaiian culture, improving management styles, networking gender identity and expression.

In FY19 Outreach Activities, BRS:

- Built pipelines, collaborative partnerships inside and outside of APHIS programs to increase Hispanic outreach and knowledge about USDA/APHIS/BRS careers. They provided outreach service through the Partners in Education (PIE) to students at the high school level to improve early participation and career guidance in STEM careers and pursue careers within USDA.
- In support of the AgDiscovery program, BRS' SEPMs, and AgDiscovery Program Manager, through Partners in Education, presented the APHIS AgDiscovery Program to a group of students at McKinley Technology High School (MTHS). The presentation introduced students to one of the many offerings APHIS have to help cultivate students' interest in agricultural careers and participate in summer internships at colleges and/or universities throughout the United States.
- Partnering with other programs, such as, National Coalition of Hispanic Employment Program Managers (NCHEPM), Hispanic Association Colleges & Universities (HACU), and League of United Latin American Citizens (LULAC) have provided training and insight to the Hispanic population that have enabled the HEMP to effectively analyze the challenges Hispanics face in career development and planning. SEPM has shared this information through Brown Bag sessions to BRS and other program attendees throughout APHIS. This shared information has helped other Special Emphasis and Hispanic Employment Program Managers in their analysis to identify barriers and/or triggers that prevent attainment of higher level jobs.
- Created, recruited, developed, and produced APHIS Stories segment with LPA to provide feedback on the successes participants have experienced as a result of the Follow the Yellow Brick Road: A Career Path Symposium. BRS employees share their success stories on their career development and planning.

Wildlife Services (WS)

In FY19 the WS CRDAC worked with the Civil Rights Diversity & Inclusion (CRDI) Champion and the WS Management Team and updated/revised the Charter. WS CRDAC developed a rotation schedule to ensure adequate opportunities to other Wildlife Services Employee. All current members will rotate off the Committee by 2022. The committee met in Albuquerque, New Mexico this year for an annual face to face meeting. At this meeting several items were updated/renewed, including liaison assignments, discussion of the 2020 CRDI Committee budget proposal, noncompetitive hiring, EEO Observer activities, summer work experience for interns, and gaps in WS employment that includes the hiring ratio for underrepresented groups. In FY19 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. To date, EEO Observer training has been taken by all members of the WS CRDAC. The Council updated the WS CRDAC poster for distribution. The purpose of the poster is to introduce WS employees to the CRDAC members and provide contact information. The WS CRDAC Supervisor of the year award in September. WS also conducted pre and post survey's to 15 Summer Work Experience employees to analyze the interest in the Wildlife Services program from the viewpoint of the employee.

Policy & Program Development (PPD)

In FY 19 the PPD CRDAC provided support for AAPI month presenter and co-hosted LGBTQ+ Pride Month kick-off. PPD CRDAC discussed impact moratorium on third-party internships has had on recruiting protected classes with several PPD chiefs. CRDAC members attended E. Kika de La Garza Fellowship Program Event, and Instituted policy of notifying interested Garza fellows with career development/placement responsibilities of entry-level job announcements within PPD. The PPD CRDAC Finalized PPD policy document regarding attendance at Affinity Conferences, and Completed initial barrier analysis regarding Hispanic male underrepresentation in PPD.

MRP Recruitment & Outreach Events – FY 2019

In FY19, APHIS participated in a variety of recruiting and networking opportunities that included such events as:

| | | | |
|--|----------|---------------------|-------------------|
| Out and Equal | Outreach | October 1 – 4, 2019 | Seattle, WA |
| American Indian Science & Engineering Society (AISES) | Outreach | October 4 – 6, 2019 | Oklahoma City, OK |
| | | | |

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|---|----------------------|-------------------------|-------------------|
| Hispanic Association of Colleges & Universities (HACU) | Recruitment/Outreach | October 6 – 8, 2018 | Atlanta, GA |
| Indigenous Peoples Day | Outreach (OCRDI) | October 8, 2018 | Minneapolis, MN |
| Society for Advancement of Chicanos/ Hispanics and Native Americans in Science (SACNAS) | Outreach | October 11 – 13, 2018 | San Antonio, TX |
| North Carolina State University STEAM Career Expo | Outreach | October 17, 2018 | Raleigh, NC |
| Career Day with USDA | Outreach | October 24, 2018 | College Park, MD |
| National Association for Business Economics Career Fair (NABE) | Outreach (FAS) | November 16, 2018 | Washington, DC |
| Peace Corps Fair | Recruitment/Outreach | March 21, 2019 | Washington, DC |
| Minorities in Agriculture, National Resources & Related Sciences (MANRRS) | Recruitment/Outreach | April 3 – 6, 2019 | Overland Park, KS |
| Federal Asian Pacific American Council (FAPAC) | Outreach | May 13 – 16, 2019 | Huntsville, AL |
| NBAF Hiring Fair | Recruitment (VS) | June 4 – 5, 2019 | Manhattan, KS |
| Veteran's Hiring Fair | Outreach | June 12, 2019 | Washington, DC |
| Society of American Indian Government Employees | Outreach (OCRDI) | June 10 – 14, 2019 | Seneca, NY |
| Ft. Hood Mega Job Fair | Recruitment (AMS) | June 18, 2019 | Ft. Hood, TX |
| Association of People Supporting Employees First (APSE) | Outreach (OCRDI) | June 18 – 19, 2019 | St. Louis, MO |
| League of United Latin American Citizens (LULAC) | Recruitment/Outreach | July 9 – 13, 2019 | Milwaukee, WI |
| CAPAL Career Fair | Outreach | July 19, 2019 | Washington, DC |
| Peace Corps Fair | Recruitment/Outreach | September 6, 2019 | Washington, DC |
| Wounded Warrior Hiring Expo | Outreach | September 10 – 12, 2019 | Woodbridge, VA |
| HBCU Fair | Outreach | September 11, 2019 | Washington, DC |
| North Carolina A&T State University | Recruitment/Outreach | September 11, 2019 | Greensboro, NC |

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

| | | | |
|------------------------------------|----------------------------|-------------------------|------------------|
| National Image Inc. | Outreach | September 17 – 19, 2019 | Las Vegas, NV |
| Community Hiring Fair | Recruitment/Outreach (AMS) | September 18, 2019 | Ft. Meade, MD |
| Ft. Campbell Career Fair | Recruitment/Outreach (AMS) | September 18 – 19, 2019 | Ft. Campbell, KY |
| Florida A&M University Career Fair | Outreach | September 19 – 20, 2019 | Tallahassee, FL |
| Kansas State Career Fair | Outreach (VS) | September 24 – 26, 2019 | Manhattan, KS |

Reasonable Accommodations (RA) and Personal Assistance Service (PAS) Policies & Procedures

In FY 2019, The RA and PAS procedures were approved by the Director of Human Resource and based upon the comments provided by the EEOC representatives, the RA and PAS procedures were revised. The procedures were resubmitted to the EEOC representatives on Feb. 4, 2019. Though APHIS is currently awaiting a response from the EEOC representatives, the RA website has been revised with both policies and procedures made accessible to the public.

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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, increased hiring activity, and monitoring of hiring exceptions. The following are the APHIS Recruiting goals for FY20:

1. 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.
2. Continue to build a diverse APHIS recruiting team that can represent the organization at a variety of 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.
3. Conduct monthly APHIS Recruitment Advisory Committee meetings with representatives from each of the program areas, HR, and Civil Rights to identify shortfalls and barriers in targeted recruiting areas and coordinate planning and execution to correct them.
4. Maintain the Recruitment web page for continued and increased exposure of APHIS, attracting a diverse candidate pool while reducing travel expenses often associated with the traditional career fairs. Explore options to expand the use of social media organizations to augment our national recruitment efforts.
5. Continue targeted recruiting efforts to attract veterans by partnering with selected Transition Assistance Programs (TAP) classes given by the various branches of service at military facilities across the United States. We will ensure that the MRPBS brochure is provided to attendees as part of their training packet for the TAP sessions to achieve the expected increase goal to hire more veterans. Expanded Agency participation in job fairs geared towards veterans.
6. Distribute organizational brochures 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. Provide workshops on navigating USAjobs.gov, the Pathways program, "How to Apply for Federal Jobs," and Resume Writing.

To ensure success in meeting the FY20 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 VA's Vocational Rehabilitation & Employment State Offices, Wounded Warrior Project, Transition Assistance Program (TAP), 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 various military branches of service to participate in their TAP programs. The TAP classes are generally conducted weekly or monthly and offer workshops that include military transitioning courses job interview skills, as well as identification of agencies and organizations currently hiring. The TAP class gives MRPBS an opportunity to reach targeted diverse groups often inherent in the makeup of the various branches of service. MRPBS will continue to distribute its pamphlet on opportunities and how to apply for vacancies to the attendees as part of their class transition package. This is a low cost but effective way of getting MRPBS visibility to thousands of service members leaving the service and looking for work.
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, emails, word of mouth, and referrals, the collateral duty recruiters are able to 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 Department 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).

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EXECUTIVE SUMMARY: PLANNED ACTIVITIES

5. Utilize social media as a resource for sharing information with potential applicants, by continuing to promote the APHIS/Recruitment 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 150 million registered users worldwide. The service has over 14 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 800 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.
 - 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.
6. 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 FY19 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, Ag Discovery, USDA 1994 Tribal Colleges Program, HACU, Thurgood Marshall, LULAC and MANRRS.

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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 | | | N/A 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 | | | |

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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.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 | | Anti-Harassment program is still being established. |
| | 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 | | | |
|--|--|----------------------|----|-----|--|
|  Measures | | Yes | No | N/A | 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 |
| 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. . | A.3. The agency assesses and ensures EEO principles are part of its culture. | 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 | | | March 5th, 2019 |
| | 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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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 | 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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Agency Self-Assessment Checklist

|  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 | | A7, A9, A11, A12, B7, B9, B11, B12 |
| | 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 | C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action. | 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.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

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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.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 | | | Function completed by the Office of the Assistant Secretary for Civil Rights. |
| 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 | | | Function completed by the Office of the Assistant Secretary for Civil Rights. |
| E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108? | | X | | | Function completed by the Office of the Assistant Secretary for Civil Rights. |
| 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 | | | Function completed by the Office of the Assistant Secretary for Civil Rights. |
| 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 | | | Function completed by the Office of the Assistant Secretary for Civil Rights. |
| 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 | | | Function completed by the Office of the Assistant Secretary for Civil Rights. |

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|--|----------|--|--|
| <p>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.</p> | <p>X</p> | | <p>Contractors who are negligent are reported to OASCR or OGC. Function completed by the Office of the Assistant Secretary for Civil Rights.</p> |
| <p>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)]</p> | <p>X</p> | | <p>Function completed by the Office of the Assistant Secretary for Civil Rights.</p> |
| <p>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)]</p> | <p>X</p> | | <p>Function completed by the Office of the Assistant Secretary for Civil Rights.</p> |

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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 handled 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 to five year trends and there is also an ongoing collaboration between OCRDI and 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 departments of various USDA agencies for SEPM 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

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.1

| | |
|--|--|
| STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY: | 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. |
|--|--|

The agency has not disseminated policies and procedures regarding the anti-harassment program.

| | | |
|-------------------|---|--|
| OBJECTIVE: | <i>Date Objective Initiated:</i> Oct 1, 2019 | <i>Target Date For Completion Of Initiative:</i> Sep 30, 2020 |
| | Establish Anti-Harassment Program | |

| | |
|-----------------------------|--|
| Responsible Official | Marjorie Bolden David Nash Patrick Johnson |
|-----------------------------|--|

| | <i>Target Date</i> | <i>Planned Activity</i> |
|---------------------------|-----------------------|---|
| Planned Activities | Oct 31, 2019 12:00 AM | OCRDI to draft Anti-Harassment Policy & Procedures for addressing instances of harassment in a timely manner outside of the formal EEO complaint Process and submit to MRPBS. |
| | Sep 30, 2020 12:00 AM | MRPBS issue updated signed Anti-Harassment Policy, and implement Harassment Complaint Process. |
| | Sep 30, 2020 12:00 AM | MRPBS adopt Anti-Harassment Policy and program guidelines drafted by OCRDI. |

| | |
|---|---|
| Report of Accomplishments and Modifications to Objective | The Anti-Harassment program is housed within APHIS' Human Resources division and is a separate entity from the Office of Civil Rights, Diversity, & Inclusion. The Anti-Harassment program will establish policies and procedures that will be viewable on the APHIS portal, and disseminated to all employees. OCRDI has committed to partnering with HRD to establish an updated Anti-Harassment policy, and procedures for reporting and investigating reports of harassment outside of the formal EEO process to facilitate faster resolutions to reported incidents of harassment. |
|---|---|

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.2

| | | | | | | |
|--|---|--|-----------------------|--|-----------------------|---|
| STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY: | 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)] | | | | | |
| Accurate and complete workforce data tables | | | | | | |
| OBJECTIVE: | <u>Date Objective Initiated:</u> Oct 1, 2018 | <u>Target Date For Completion Of Initiative:</u> Sep 30, 2019 | | | | |
| Obtain accurate and complete workforce and applicant flow data. | | | | | | |
| Responsible Official | Sarah Blasko Nancy Varichak | | | | | |
| Planned Activities | <u>Target Date</u> | <u>Planned Activity</u> | | | | |
| <table border="1"> <tr> <td data-bbox="358 800 560 837">Jan 22, 2019 12:00 AM</td> <td data-bbox="560 800 1578 837">Quarterly meetings on best practices to capture applicant flow data for Tables A12/B12</td> </tr> <tr> <td data-bbox="358 837 560 875">Jan 22, 2019 12:00 AM</td> <td data-bbox="560 837 1578 875">Establish contact with departmental heads to capture SES applicant flow data.</td> </tr> </table> | | | Jan 22, 2019 12:00 AM | Quarterly meetings on best practices to capture applicant flow data for Tables A12/B12 | Jan 22, 2019 12:00 AM | Establish contact with departmental heads to capture SES applicant flow data. |
| Jan 22, 2019 12:00 AM | Quarterly meetings on best practices to capture applicant flow data for Tables A12/B12 | | | | | |
| Jan 22, 2019 12:00 AM | Establish contact with departmental heads to capture SES applicant flow data. | | | | | |
| Report of Accomplishments and Modifications to Objective | 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. | | | | | |

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.3

STATEMENT of
MODEL PROGRAM
ESSENTIAL ELEMENT
DEFICIENCY:

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)]

Establishing disability reasonable accommodation procedures that comply with EEOC's regulation and guidance.

OBJECTIVE:

Date Objective Initiated: Oct 1, 2018 *Target Date For Completion Of Initiative:* Mar 31, 2019

Finalize & display Reasonable Accommodations and Personal Assistance Services policies and procedures.

Responsible Official

Charlotte Jones

Planned Activities

| <i>Target Date</i> | <i>Planned Activity</i> |
|-----------------------|---|
| Mar 31, 2018 12:00 AM | Finalize RA and PAS procedures. Receive approval from Director of Human Resources |
| Oct 31, 2018 12:00 AM | Meet with EEOC representatives and received official feedback on RA and PAS procedures. |

**Report of Accomplishments
and Modifications to
Objective**

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Attain Essential Elements

PART H.4

STATEMENT of
MODEL PROGRAM
ESSENTIAL ELEMENT
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)]

Accurate and complete workforce data tables

| | | |
|---|---|--|
| OBJECTIVE: | <u>Date Objective Initiated:</u> Oct 1, 2018 | <u>Target Date For Completion Of Initiative:</u> Sep 30, 2019 |
| | Obtain accurate and complete workforce and applicant flow data. | |
| Responsible Official | Sarah Blasko Nancy Varichak | |
| Planned Activities | <u>Target Date</u> | <u>Planned Activity</u> |
| | Jan 22, 2019 12:00 AM | Quarterly meetings on best practices to capture applicant flow data for Tables A12/B12 |
| | Jan 22, 2019 12:00 AM | Establish contact with departmental heads to capture SES applicant flow data. |
| Report of Accomplishments and Modifications to Objective | 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. | |

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Eliminate Identified Barriers

PART I.1

| | | | | | | | | | |
|--|---|---------------------------------|--------------|--|--------------|---------------------------------|--------------|--|--------------|
| <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> | <p>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%</p> | | | | | | | | |
| <p>STATEMENT OF BARRIER GROUPS:</p> | <p><i>Barrier Group</i></p> <hr/> <p>All Women</p> | | | | | | | | |
| <p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p> | | | | | | | | | |
| <p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p> | <p>APHIS speculates that the barriers preventing women from achieving SES positions are attitudinal (unconscious bias, conscious stereotyping, etc.) APHIS also speculates that the lack of knowledge, education, and training on the Senior Executive Service process and qualifications prevents self-promotion. APHIS has determined that the agency’s workforce is not equipped with enough information on the SES process, as a whole, to reflect exemplary figures in this employment category. Course offerings starting at the GS-14 level for SES introduction maybe too late for ultimately building proper workforce for SES candidacy and attending the various Leadership Development Programs is not sufficient for SES candidacy. The Office of Personnel Management’s (OPM) Agency SES Appraisal System Certification and Recertification is the official certification of a candidate and the SES hiring is handled on the departmental level.</p> | | | | | | | | |
| <p>Objective</p> | <p>SES Barrier Analysis (Report, Action Plan, Data, Survey)</p> <table border="1"> <tr> <td>Date Objective Initiated</td> <td>Nov 15, 2015</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Sep 30, 2017</td> </tr> </table> <p>Increase the diversity of SES</p> <table border="1"> <tr> <td>Date Objective Initiated</td> <td>Nov 16, 2015</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Sep 30, 2017</td> </tr> </table> | Date Objective Initiated | Nov 15, 2015 | Target Date For Completion Of Objective | Sep 30, 2017 | Date Objective Initiated | Nov 16, 2015 | Target Date For Completion Of Objective | Sep 30, 2017 |
| Date Objective Initiated | Nov 15, 2015 | | | | | | | | |
| Target Date For Completion Of Objective | Sep 30, 2017 | | | | | | | | |
| Date Objective Initiated | Nov 16, 2015 | | | | | | | | |
| Target Date For Completion Of Objective | Sep 30, 2017 | | | | | | | | |
| <p>Responsible Officials</p> | <p>Michon Oubichon Director, OCRDI Patrick Johnson Diversity & Inclusion Specialist</p> | | | | | | | | |

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Eliminate Identified Barriers

Planned Activities Toward Completion of Objective

| Planned Activity | Target Date |
|--|--------------|
| 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) review the participation of females by grade level in the occupations with upward mobility. (10) Meet with selecting officials to examine their experience and discuss their perception of female candidates. | Sep 30, 2017 |
| Focus Groups with female candidates who have completed any SES leadership development programs. | Sep 30, 2017 |
| SES Barrier Analysis (Report, Action Plan, Data, Survey) | Sep 30, 2016 |
| Continue to train the agency workforce on the process for becoming an SES (understanding the different SES application processes, SES appointments, SES application methods). | Sep 30, 2019 |
| 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. | Sep 30, 2018 |

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Eliminate Identified Barriers

Report of Accomplishments and Modifications to Objective

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.

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.

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).

The analysis and project is expected to be completed in March 2020.

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.

In FY 2018, APHIS hired 3 new SES positions. All three positions were filled by candidates identifying as female.

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.

PART I.2

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:

- Barrier Group**
- All Women
 - Hispanic or Latino Females
 - White Females
 - Black or African American Males
 - Black or African American Females

USDA Animal and Plant Health Inspection Service

For period covering October 1, 2018 to September 30, 2019

Plan to Eliminate Identified Barriers

PART I.3

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?

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:

Barrier Group

- 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

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 | Yes |

In FY 2019, there were 401 employees (10.71%) with disabilities in the GS-11 to SES cluster. This is 1.29% 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 |

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) has established a direct line of communication through our HR/OCRDI monthly 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

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 | |
| Special Emphasis Program for PWD and PWTD | 1 | 0 | 15 | Thelma Sykes D&I Specialist thelma.d.sykes@usda.gov |
| Processing applications from PWD and PWTD | 3 | 0 | 0 | Nancy Varichak Deputy Director, HR Operations nancy.c.varichak@usda.gov |
| Processing reasonable accommodation requests from applicants and employees | 3 | 0 | 0 | David Walton RA Coordinator david.walton@usda.gov |
| Section 508 Compliance | 0 | 0 | 0 | Vacant |
| Architectural Barriers Act Compliance | 1 | 0 | 0 | GSA |
| Answering questions from the public about hiring authorities that take disability into account | 1 | 0 | 1 | Thelma Sykes D&I Specialist thelma.d.sykes@usda.gov |

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

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) in order to perform outreach and recruitment efforts. We also use the Job Accommodation Network (JAN) database in order 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 and OPM's Bender List.

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 FY 2019, APHIS hosted a Brown Bag Lunch Series, entitled, "Practicing American Sign Language". In late 2018, an American Sign Language introductory course was held in Riverdale, which spurred heightened interest in American Sign Language. The platform for the brown bag sessions allowed APHIS employees to have an opportunity to immerse in the deaf community and engage with APHIS employees who are members of the deaf community, as well as practice or brush-up on sign language skills. As a result of those efforts, APHIS will be hosting another cohort in FY 2020, beginning in January. The cohort will last for 20 weeks.

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 2019, there were 266 new hires. 44 were PWD (16.54%) and 11 were PWTD (4.14%). 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 No
- b. New Hires for MCO (PWTD) Answer No

Using Q3 & Q4 data from the new system, there were no triggers found among new hires for MCOs.

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

Using Q1 & Q2 data from the previous system, the below triggers were found: 0421 – Plant Protection Technician 11.74% of the relevant applicant pool are PWD, however, only 1.49% of the total applications received and qualified were PWD. 0704 – Animal Health Technician 7.65% of the relevant applicant pool are PWD, however, 0% of the total applications received and qualified were PWD. 2.65% of the relevant applicant pool are PWTD, however, 0% of the total applications received and qualified were PWTD. 2210 – Information Technology 16.29 % of the relevant applicant pool are PWD, however only 4.51% of the total applications received and qualified were PWD. 5.11% of the relevant applicant pool are PWTD, however, only 3.01% of the total applications received and qualified were PWTD.

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

Using Q1 & Q2 data from the previous system, the below triggers were found: 0201 – Human Resources Management PWD were 13.16% of those who qualified, however only 6.67% of those selected were PWD. PWTD were 3.62% of those who qualified, however none were selected. 0486 – Wildlife Biology PWD were 6.12% of those who qualified, however none were selected. PWTD were 4.08% of those who qualified, however none were selected. 0701 – Veterinary Medical Science PWD were 4.04% of those who qualified, however none were selected. PWTD were 2.02% of those who qualified, however none were selected. 2210 – Information Technology Management PWD were 4.51% of those who qualified, however none were selected. PWTD were 3.01% of those who qualified, however none were 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 – 6 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 (ILDP) targets employees at the GS 7 – 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 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 employees at GS 12 – 14 levels and consists of helping participants perform successfully in advanced supervisory and managerial level positions. The ALDP is filled via a competitive process open to fulltime GS 12 -14 employees in supervisory or managerial positions. The ALDP was re-launched in the summer of 2018, after taking a year hiatus to evaluate and redesign. 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’s 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 | | | | | | |
| Fellowship Programs | | | | | | |
| Mentoring Programs | | | | | | |
| Coaching Programs | | | | | | |
| Training Programs | | | | | | |
| Detail Programs | | | | | | |
| Other Career Development 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 will be in place to collect this data in FY 2020.

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 will be in place to collect this data in FY 2020.

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 |

No triggers were found involving PWD and/or PWTD in time-off awards, bonuses, or other incentives. The inclusion rates are as follows: PWOD PWD PWTD 1 – 9 Hours 1.14% 2.51% 1.49% 9+ Hours 5.48% 6.07% 5.97% \$100 - \$500 32.38% 28.85% 28.36% \$500+ 82.39% 72.49% 77.11% QSI 1.77% 1.18% 0%

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 |

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 | N/A |
| ii. Internal Selections (PWD) | Answer | N/A |
| 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 | Yes |

SES applicant flow data is collected on a departmental level, therefore we do not have access to SES applicant flow data for FY 2019. In GS 13 and GS 14 grade levels, qualified PWD applicants were applying for these positions, however they were not being selected. There was only one GS 15 position filled in FY 2019.

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 (PWTB) | Answer No |
| ii. Internal Selections (PWTB) | Answer No |
| c. Grade GS-14 | |
| i. Qualified Internal Applicants (PWTB) | Answer No |
| ii. Internal Selections (PWTB) | Answer Yes |
| d. Grade GS-13 | |
| i. Qualified Internal Applicants (PWTB) | Answer No |
| ii. Internal Selections (PWTB) | 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 2019. In GS 13 and GS 14 grade levels, qualified PWTB applicants are applying for these positions, however they are not being selected.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB 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 (PWTB) | Answer N/A |
| b. New Hires to GS-15 (PWTB) | Answer N/A |
| c. New Hires to GS-14 (PWTB) | Answer N/A |
| d. New Hires to GS-13 (PWTB) | Answer N/A |

APHIS does not have data that specifies the GS level for new hire positions (Please see Table B7). However, outside of Schedule A applicants, only 3.94% of new hires to permanent positions were PWTB.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB 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 (PWTB) | Answer N/A |
| b. New Hires to GS-15 (PWTB) | Answer N/A |
| c. New Hires to GS-14 (PWTB) | Answer N/A |
| d. New Hires to GS-13 (PWTB) | Answer N/A |

APHIS does not have data that specifies the GS level for new hire positions (Please see Table B7). However, outside of Schedule A applicants, only 0.79% of new hires to permanent positions were PWTB.

5. Does your agency have a trigger involving PWTB 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 (PWTB) | Answer N/A |
| ii. Internal Selections (PWTB) | Answer N/A |
| b. Managers | |
| i. Qualified Internal Applicants (PWTB) | Answer N/A |
| ii. Internal Selections (PWTB) | Answer N/A |
| c. Supervisors | |
| i. Qualified Internal Applicants (PWTB) | Answer N/A |
| ii. Internal Selections (PWTB) | Answer N/A |

APHIS does not have data that specifies the supervisory status of positions in which internal applicants are selected for promotions. However, in regards to GS 13, GS 14, and GS 15 grade levels, please see below: GS Level: GS 13 Rel App Pool: 11.65 PWTB Qualified: 9.35 PWTB Selected: 0 GS Level: GS 14 Rel App Pool: 12.59 PWTB Qualified: 8.45 PWTB Selected: 0 GS Level: GS 15 Rel App Pool: 7.11 PWTB Qualified: 3.76 PWTB Selected: 0

6. Does your agency have a trigger involving PWTB 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 (PWTB) | Answer N/A |
| ii. Internal Selections (PWTB) | 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. However, in regards to GS 13, GS 14, and GS 15 grade levels, please see the table below: GS Level: GS 13 Rel App Pool: 3.66 PWTD Qualified: .283 PWTD Selected: 0 GS Level: GS 14 Rel App Pool: 3.44 PWTD Qualified: 2.82 PWTD Selected: 0 GS Level: GS 15 Rel App Pool: 2.66 PWTD Qualified: 2.26 PWTD Selected: 0

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 Yes
- b. New Hires for Managers (PWD) Answer Yes
- c. New Hires for Supervisors (PWD) Answer No

APHIS does not have data that specifies the supervisory status of positions for new hires nor qualified applicant pool data. However, in Table B3-1, APHIS is able to review data for occupational categories distributed by disability. Executive/Senior Level (GS 15 and above) All: 162 PWD: 13 (8.02%) - Trigger Mid-Level (GS 13 - 14) All: 497 PWD: 46 (9.26%) - Trigger First Level (GS 12 and below) & Other Officials All: 1137 PWD: 159 (13.98%) - Trigger Other Officials All: 794 PWD: 121 (15.24%) PWTD: 36 (4.53%) TOTAL All: 1718 PWD: 197 (11.47%) PWTD: 66 (3.84%)

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 No
- b. New Hires for Managers (PWTD) Answer No
- c. New Hires for Supervisors (PWTD) Answer No

APHIS does not have data that specifies the supervisory status of positions for new hires nor qualified applicant pool data. However, in Table B3-1, APHIS is able to review data for occupational categories distributed by disability. Executive/Senior Level (GS 15 and above) All: 162 PWTD: 8 (4.94%) Mid-Level (GS 13 - 14) All: 497 PWTD: 14 (2.82%) First Level (GS 12 and below) & Other Officials All: 1137 PWD: 47 (4.13%)

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

Total Separations W/O: 8.04 PWD: 13.01 - Trigger Voluntary Separations W/O: 7.62 PWD: 12.27 - Trigger Involuntary Separations W/O: 0.42 PWD: 0.74 - Trigger

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 No

Total Separations W/O: 8.04 PWTD: 8.46 Voluntary Separations W/O: 7.62
PWTD: 7.96 Involuntary Separations W/O: 0.42 PWD: 0.50

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.

Will review exit interview results during the barrier analysis process in FY 2020.

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. 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.
- Train all IT support staff to support users using assistive technology.
- 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. It's important to understand that the 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/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 Yes

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 2019, there were 34 formal complaints total, and of the 34, 10 of the cases cited disability and harassment as the basis (29.41%). This is above the government-wide average of 19.69%. APHIS had no findings of discrimination based on disability status in FY 2019.

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 Yes

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 2019, there were 34 formal complaints total, and of the 34, 7 cases cited failure to provide a reasonable accommodation as the basis (20.59%). This is above the government-wide average of 13.53%. APHIS had no findings of discrimination involving the failure to provide a reasonable accommodation during FY 2019.

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 Yes

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

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

Currently, the United States Department of Agriculture is moving towards a new data workforce data system. It is our hope that the transition to the new system will allow us to collect complete and accurate data for FY 2019.

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

APHIS will continue to host the activities we completed in FY 2018, to see if the data supports a significant impact when we review the data quarterly in FY 2019.

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.

APHIS will continue to host the activities we completed in FY 2018, to see if the data supports a significant impact when we review the data quarterly in FY 2019.