

PERFORMANCE ELEMENT: EQUAL OPPORTUNITY AND CIVIL RIGHTS (EO/CR)

SUPERVISORY EMPLOYEES

General indicators of performance for evaluating the EO/CR performance elements as exceeding, meeting, or not meeting the expected (fully successful) level are listed below. The examples are not intended to be all inclusive, so other examples are possible, to include those listed for nonsupervisory employees.

Examples of "Exceeds Fully Successful" level:

1. Regularly promotes and utilizes Special Emphasis Programs which result in improved representation and utilization of minorities, women, and individuals with disabilities. When progress or program participation is limited due to budgetary consideration or other constraints, develops alternative strategies and long term plans or initiates other actions, which demonstrate commitment to EO/CR.
2. Make significant contributions to the development and implementation of the Agency's Affirmative Employment Plan and the Federal Equal Opportunity Recruitment Plan.
3. Solicits advice or assistance from Agency Civil rights officials and initiates action to achieve EO/CR goals and objectives.
4. Initiates meetings, training, written communications or other activities that address EO/CR on a quarterly basis.
5. Actively pursues or implements new ideas to improve the work environment and/or enhance progress toward achieving workforce diversity.
6. Volunteers to serve as a mentor or establishes mentoring relationships, which results in positive feedback concerning assistance, provided by the supervisor.
7. Actively seeks assistance from Human Resources Division and Civil Rights Division in locating minorities, women and persons with disabilities as applicants. Established recruitment contact with schools (e.g., 1890 Land Grant Colleges/Universities, vocational schools) with significant minority and female enrollment.
8. Consistently contributes to EO/CR efforts through the Implementation of effective ideas/employee suggestions.

9. Recognized as a positive influence in the furtherance of EO/CR based on noticeable results or changes within the organization supervised. Ideas are accepted and utilized by other organizations.
10. Outreach activities with 1890 Land Grant Colleges and Universities and other institutions with a high enrollment of minorities, females and individuals with disabilities result in the implementation of research projects, the hiring of students, or the implementation of partnerships e.g., Adopt a school) in order to achieve long-term EEO objectives.
11. Is instrumental in resolving EO/CR complaints and initiates actions to prevent complaints.
12. Initiates inter-office projects which promote EO/CR
13. Is proactive in the development and implementation of initiatives and programs that are consistent with civil rights performance and strategic plans within specified timeframes.
14. Consistently provides leadership by motivating employees to contribute to meeting the goals and objectives in the civil rights performance and strategic plans.
15. Recognizes and/or rewards employees that actively contribute to meeting the goals and objectives in the civil rights performance and strategic plans.
16. Demonstrates creativity in providing programs and services that ensure equal access for all customers.
17. Implements programs and provides services that promote inclusion and ensure fair and equal treatment to all customers and employees.
18. Provides leadership in the initiation of actions and the reporting of civil rights accomplishments that demonstrate progress in advancing civil rights goals and objectives.
19. Is proactive in utilizing dispute resolution techniques/processes to address issues and resolve complaints in a timely manner.
20. Is proactive in outreach efforts to small, disadvantaged and women owned businesses that result in increased participation in USDA contracts or programs.

Examples of "Meet Fully Successful" level:

1. Demonstrates fair consideration in selections for new hires, promotions, reassignments, and awards.
2. Assures that Departmental and Agency policy concerning EO/CR and the discrimination complaint process are conveyed to all employees in a timely manner. Post or distribute information on EO/CR policies.
3. Maintains a work environment free from discrimination. Accepts ideas, suggestions and feedback from subordinates in positive manner.
4. Demonstrates fairness in making work assignments and fully utilizes the skills of all employees on an impartial basis.
5. Assures position descriptions, vacancy announcements, performance standards and appraisals accurately reflect requirements of the position and are not influenced by non-job related factors such as age, race, religion, gender, national origin, color, disability or marital status.
6. Gives all employees equitable consideration for appropriate training and/or developmental opportunities. Shows evidence of counseling employee in the development on Individual Development Plans (IDP)
7. Demonstrates prompt and appropriate response to EO/CR issues and recognizes the employee's right to utilize the formal complaint process.
8. Cooperates in the resolution of informal and formal EEO complaints
9. Supports the use of special programs designed to attract and utilize minorities, women, and persons with disabilities to the workforce. Examples include the Student Programs, the special Placement Program for Disabled individuals, Upward Mobility Program, etc.
10. Provides support to 1890 Land Grant Colleges and Universities or other institutions with a high enrollment of minorities, women and individuals with disabilities.
11. Initiates meetings, training, written communications or other activities that address EO/CR approximately 1-2 times a year.
12. Supports efforts by subordinates to participate in collateral duty assignments as EEO counselors, EEO committee members, etc.

13. Assures travel assignments are assigned in an equitable manner.
14. Assures disciplinary actions, when warranted, are fair and equitable with appropriate documentation and discussions.
15. Provides EO training to all new managers and supervisors.
16. Supports participation in meetings, seminars and special Observances that address EO/CR issues.

Examples of "Does Not Meet Fully Successful" level:

1. Demonstrates unwillingness to improve the representation and utilization of minorities, women, and individuals with disabilities.
2. Demonstrates unwillingness to cooperate in the EEO counseling or complaint process.
3. Regularly uses language that is discriminatory.
4. Fails to make reasonable accommodations for individuals with disabilities.
5. Does not fairly consider minorities, women or individuals with disabilities in the distribution of awards, promotions, details, assignments, workgroups, special projects and reassignments.
6. Fails to correct or take appropriate actions to resolve EEO problems within the organization.
7. Fails to provide equitable consideration for appropriate training and/or developmental opportunities to all employees.
8. Regularly responds to ideas, suggestions and feedback from minorities, women, and individuals with disabilities in a condescending and negative manner.
9. Fails to address conflict or interpersonal relationships that are disruptive, disrespectful and create or contributes to a hostile work environment.
10. Fails to interact with internal and external customers in a manner that supports EO/CR policies and program objectives.

PERFORMANCE ELEMENT: EQUAL OPPORTUNITY AND CIVIL RIGHTS (EO/CR)

NONSUPERVISORY/NON-BARGAINING UNIT EMPLOYEES

General indicators of performance that could lead a supervisor to evaluate the EO/CR performance element as exceeding, meeting or not meeting the expected (fully successful) level are listed below. The examples are not intended to be all inclusive, so other examples are possible.

Examples of "Exceeds Fully Successful" level:

1. Consistently contributes to the EO/CR program through effective ideas or activities.
2. Obtains approval for an employee suggestion, which promotes or improves the effectiveness of the EO/CR program.
3. Makes a presentation on an EO/CR topic during staff or work unit meetings.
4. Actively assists new employees in their adjustment to the workplace and consistently contributes to team efforts in carrying out assignments.
5. Recommends changes in the work environment, which are adopted to accommodate employees with disabilities.
6. Suggests or actively supports new ideas that improve the work environment and/or enhance progress toward achieving workforce diversity.
7. Is recognized as a positive influence in the furtherance of EO/CR based on noticeable results/changes within assigned area of responsibility.
8. Actively plans, conducts or participates on inter-office projects which promote the EO/CR Program.
9. Recommends or plan activities, which bring individuals of diverse backgrounds together for, the opportunity to share concerns and interests.
10. Is openly recognized as one who consistently meets and deals with others in a non-discriminatory manner
11. Is rewarded formally for work in EO/CR that supports or advocates objectives of the Civil Rights Program.
12. Participation on task groups results in significant EO/CR contributions.

13. Assists in the recruitment of individuals either directly or through the referral of others, which contribute to workforce diversity.
14. Recommends programs and/or services that promote inclusion and ensures fair and equal treatment to all customers and employees.
15. Recommends and gains approval of employee awards or other recognition that promote workforce diversity or contribute to meeting the goals and objectives in the civil rights performance and strategic plans.
16. Actively supports and/or recommends the use of ADR to resolve or prevent complaints
17. Recommends actions that result in civil rights accomplishments and reflect progress in civil rights goals and objectives
18. Demonstrates creativity in providing programs and services that ensure equal access.
19. Is proactive in outreach efforts to small, disadvantaged and women owned businesses that result in increased participation in USDA contracts or programs.
20. Participates in the development of initiatives and programs that are consistent with civil rights performance and strategic plans.

Examples of "Meets Fully Successful" level:

1. Interacts with all employees, the general public, and others in a nondiscriminatory manner
2. Differences of opinion are discuss and debated ion a professional and nondiscriminatory manner. Reasonable accommodation, compromise or agreement is sought.
3. Discourages the use of written materials, posters, pictures, jokes, etc that are perceived to be offensive to others.
4. Demonstrates personal commitment and support for a diverse workforce.
5. Maintains an awareness of the employee's EO/CR rights and responsibilities as outlined in Department and Agency regulations, policies, and procedures.
6. Makes new staff members feel accepted and a part of the team.

7. Contributes to work environment free from discrimination.
8. Responds to requests for assistance and/or information in a nondiscriminatory manner.
9. Notifies the supervisor of problems, which if allowed to go unnoticed could result in complaint discrimination.

Examples of "Does Not Meet Fully Successful" level:

1. Demonstrates unwillingness to comply with Department and Agency EO/CR policies and practices.
2. Make offensive comments about age, religion, national origin, race, gender, color, mental or physical disabilities, sexual orientation or marital status.
3. Displays materials in the workplace, which would be offensive, based on race, color, religion, sex, age, national origin, mental or physical disabilities, gender, sexual orientation or marital status.
4. Interacts with co-workers, the public and others in a discriminatory manner.
5. Provokes harasses others in a discriminatory manner.
6. Fails to interact with internal and external customers in a manner that supports EO/CR policies, and program objectives.