

Veterinary Services (VS) Civil Rights Strategic Plan Fiscal Years (FY) 2006-2009

“Leading by Example”

CIVIL RIGHTS VISION

The VS workforce of the future mirrors the cultural diversity of America and treats all its employees, applicants, and customers fairly, equitably, with dignity and respect.

CIVIL RIGHTS MISSION

In order to achieve this vision, the current VS workforce integrates a commitment to Equal Opportunity Employment/Civil Rights (EEO/CR) principles into all levels of its programs and services through the following actions:

- **Recruitment:** Cultivating the widest possible field of candidates from which to select filling agency positions;
- **Hiring:** Basing all hiring and promotion decisions on the merit of applicants;
- **Respect:** Valuing the unique contributions and perspectives that each employee brings to the workplace;
- **Outreach:** Informing the widest possible pool of customers of the agency’s services and programs;
- **Service:** Providing every customer with full access to all available services; and
- **Accountability:** Holding all employees accountable for treating each other, our applicants, and our customers fairly and equitably.

CIVIL RIGHTS GOALS

Goal 1: The VS workforce will not discriminate against customers or employees on the basis of race, color, national origin, gender, religion, age, disability, sexual orientation, marital or family status, political beliefs, or parental status.

Objective 1.1: Nondiscrimination will be the standard operating procedure for serving customers.

Strategies for Achieving the Objective:

- Improve the delivery of programs and services to existing customers;
- Develop and increase program delivery outreach efforts to under served customers;
- Ensure that internal policies, practices, and systems support fair and equitable delivery of programs and services;
- Ensure managers, supervisors and other employees are accountable for program delivery outreach;
- Ensure that program delivery outreach efforts are not confused with recruitment;
- Monitor the number of formal EEO/CR program delivery complaints from customers;
- All VS units report annually on their customer outreach activities; and

- Comply with [Management Directive 715](#) as implemented by the USDA.

Outcome Measures:

Number of formal program delivery complaints from 2005 to October 2009

- Baseline FY 2004: No Complaints.
- 4 Year target: No Complaints.

Objective 1.2: VS programs and services will meet or exceed the provisions of The Environmental Justice Act in accordance with Departmental Directive [DR 5600-2](#).

Strategies for Achieving the Objective:

- Review compliance with the Environmental Justice Act;
- Monitor environmental justice Title VI complaints against VS;
- Establish a liaison with responsible staff; and
- VS managers and employees are educated and informed of environmental justice policy and issues.

Outcome Measures:

Number of Title VI environmental formal justice complaints as of October 2004

- Baseline FY 2004: No complaints.
- 4 Year target: No complaints.

Objective 1.3: VS will strive to meet or exceed goals set for APHIS by Marketing and Regulatory Programs Business Services (MRPBS) for small, disadvantaged, women, and minority owned businesses. These goals are relative to contracts awarded by VS.

Strategies for Achieving the Objective:

- VS units will strive to increase contracts with small, disadvantaged, women, and minority owned businesses, to meet the goals set in the FY 2006 Preference Program Goals Report; and
- Conduct annual review.

Outcome Measures:

Percent of total contracts that are awarded to small, disadvantaged, women, and minority owned businesses

- Baseline: To be established.
- 4 Year target: To be established.

Objective 1.4: VS will accommodate disabled employees in accordance with the policies and procedures set forth in Departmental Regulation [DR 4300-8](#), Departmental Manual [DM 4300-2](#) and [MD-715](#) as implemented by the USDA.

Strategies for Achieving the Objective:

- Compliance with Management Directive [715](#) and executive order [13164](#) as implemented by USDA;
- Monitor and categorize number of formal complaints from disabled employees; and
- Responsibility for gathering and maintaining, and for all of VS is delegated to the Civil Rights Enforcement and Compliance (CREC) staff. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report is due at the end of FY 2006.

Outcome Measures:

Number of accommodation complaints from disabled employees

- Baseline FY 2004: 15.
- 4 Year target: 5 or fewer.

Goal 2: The VS workforce will not discriminate in hiring and promotions.

Objective 2.1: VS will strive to eliminate under-representation of targeted groups.

Strategies for Achieving the Objective:

- Increase outreach and recruitment contacts with colleges and universities with specific emphasis on historically black colleges and universities, Hispanic Association of Colleges and Universities, Land Grant Universities, and other culturally diverse institutions of higher learning;
- Participate in career fairs at colleges, universities, and communities;
- Involve Special Emphasis Program Managers (SEPM's) and other appropriate officials in the current process to ensure that diverse groups have access to job announcements and promotional opportunities in a timely manner; and
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the VS unit Directors. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report is due at the end of FY 2006.

Outcome Measures:

Professional, Administrative, Technical, Clerical and Other CREC Statistics; number of contacts with colleges and universities; and current VS employment statistics compared to Civilian Labor Force (CLF) statistics.

- Baseline: See PATCO report.
- Reach unit goals as established by unit Directors under Federally Employed Opportunity Reporting Process (FEORP).

Number of SEPM's trained.

- All SEPMs must be trained within 12 months of appointment.

Objective 2.2: VS will base hiring and promotion decisions on merit.

Strategies for Achieving the Objective:

- Compliance with Management Directive [715](#) as implemented by USDA;
- Track progress toward goal of no hiring and promotion related formal complaints; and
- Responsibility for gathering and maintaining this information for all of VS is delegated to the CREC staff. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report is due at the end of FY 2006.

Outcome Measures:

CREC report

Number of employment formal complaints

- Baseline FY 2004: 35.
- 4 Year target: 50 percent reduction in complaints.

Objective 2.3: VS will mandate dignity and respect within its culturally diverse workforce.

Strategies for Achieving the Objective:

- VS will promote local efforts by advisory committees to discuss and celebrate diversity through special observances.

Outcome Measures:

Annual reports of successful creative ideas that Regional/Area committees used for special observances.

Objective 2.4: VS employee performance awards are based on merit and are given equitably

Strategies for Achieving the Objective:

- Criteria will be developed in accordance with new performance evaluation.

Outcome Measures:

Number of formal complaints on non-received awards.

Goal 3: The VS management workforce will resolve workforce disputes promptly.

Objective 3.1: All employees will be encouraged to attempt to resolve disputes at the lowest possible level.

Strategies for Achieving the Objective:

- Compliance with [MD-715](#) as implemented by the USDA;
- Educate employees about options for resolving disputes;
- Provide conflict management training for all employees;
- Track use of Conflict Prevention and Resolution (CPR) and Alternative Dispute Resolution (ADR) in resolving conflicts;
- Track percentage of employees that pursued ADR and achieved a resolution;
- Track percentage of employees that pursued ADR and progressed to formal mediation, formal grievance, or EEO complaint; and
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the ADR Office. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report is due at the end of FY 2006.

Outcome Measures:

- NCRLC will monitor and review trends within the ADR process.
- Monitor employees training in the Alternative Dispute Resolution (ADR) process.