

Animal and Plant Health Inspection Service Civil Rights Strategic Plan



Fiscal Years 2007 – 2011

Revised June 2007

INTRODUCTION

The APHIS Civil Rights Strategic Plan for fiscal years 2007-2011 is designed to meet the challenging demands placed on an agency with increasing pressure to prepare for and respond to emergencies while managing the pressures on agency resources. While being mindful of the agency's mission challenges, APHIS' Civil Rights programs and initiatives have internal and external influences that need to be mitigated. The Civil Rights Enforcement and Compliance staff is responsible for providing agency leadership with a Civil Rights Program that meets the requirements of civil rights laws, rules, regulations, and guidelines codified, published, and outlined by the U.S. Equal Employment Opportunity Commission, the U.S. Office of Personnel Management, and the U.S. Department of Agriculture. CREC has identified some of the key internal and external forces which the agency's needs to manage in order to be successful. Those forces or influences include:

- Implementation of EEOC's Six Essential Elements of a Model Equal Employment Program as outlined in Management Directive 715.
- Timely processing of EEO Employment and Program Complaints by the Office of Civil Rights, USDA.
- USDA Annual mandatory Civil Rights training requirements.
- Full implementation of the provisions of the Notification and Federal Employee Anti-discrimination and Retaliation (*No FEAR*) Act.
- Adequate resources to support all areas of Alternative Dispute Resolution (ADR).

The following plan has 3 Strategic Goals which are aligned with the APHIS Strategic Plan and with the broader direction provided by the Department's Civil Rights Strategic Plan. It also includes a mission statement and a list of CREC functions which support the APHIS Civil Rights goals. CREC will implement strategic objectives in conjunction with agency managers, supervisors and employees by focusing on the 3 Strategic Goals.

Civil Rights Strategic Goals and Measures

Goal 1: To implement a Civil Rights Program that is fully compliant with all Civil Rights Laws, rules and regulations including EEOC's MD-715 and USDA and APHIS regulations, policies, and guidelines.

- Objective 1:** Meet the EEO Standards for a Model Federal Agency Equal Opportunity Program
- Objective 2:** Ensure that employees and managers have access to current and accurate information about key civil rights issues
- Objective 3:** Strengthen Program Delivery and Outreach
- Objective 4:** Implement a comprehensive compliance review program to assess adherence to and compliance with USDA and EEOC Civil Rights program requirements
- Objective 5:** Establish long-term hiring goals to reach the *"Federal High"* for persons with "targeted" disabilities

Performance Measures

FY 2007:

- Develop and submit Annual EEO Program Status Reports to EEOC and the Department
 - Devise strategies to meet EEOC indicators of a Model EEO Program and present the APHIS Management Team with the Status of the Agency - Annually
 - Develop and issue written guidelines for completing the EEO Status Report to APHIS managers and supervisors – Annually
 - Develop and post the EEO Program Status Report on the CREC webpage - Annually
- Issue an Annual Civil Rights and Anti-Harassment Policy Statement
- Develop an EEO Plan to eliminate barriers that impede the hiring and progression of women, minorities, and disabled individuals annually
- Provide ongoing technical assistance to managers, supervisors, and collateral duty officials
 - Develop and issue written guidelines to all APHIS employees on handling complaints from the public or program delivery complaints
 - Develop and distribute guidelines on program accessibility by disabled persons

- Provide technical assistance and planning to outreach Coordinators
- Provide civil rights information to the workforce through a variety of sources
 - Provide customized agency specific civil rights briefings to managers and employees in meetings through various computer based systems - Quarterly
 - Arrange for expert consultants to design and present workshops that address agency civil rights issues and concerns for all managers and supervisors (*the Administrator's Civil Rights training*) - Annually
 - Provide Civil Rights information to the APHIS work force through a Civil Rights Update and Special Bulletins (*electronically distributed*) - Monthly
 - Provide consultation and presentations for units that deliver civil rights training
 - Provide information via the CREC Manual
- Conduct on-site and desk based compliance reviews - Annually
- Conduct Civil Rights Impact Analysis as requested
- Review programs and activities to ensure that they are fully accessible to persons with disabilities and individuals and communities with Limited English Proficiency

Goal 2: Strengthen and expand educational programs and continue to ensure that the APHIS workforce reflects the Nation's diversity.

- Objective 1:** Strengthen and assist 1890 Land Grant Colleges and Universities, Historically Black Colleges and Universities, and Hispanic Serving Institutions in building the capacity that will enable them to support the APHIS mission
- Objective 2:** Implement programs designed to provide training, internships, authorized scholarships and full employment to all college and university students with a focus on institutions with significant populations of minorities, women, and students with disabilities
- Objective 3:** Monitor APHIS diversity at all levels of the organization including the full employment of persons with disabilities
- Objective 4:** Implement and maintain special programs and initiatives that are in compliance with regulations and guidelines
- Objective 5:** Facilitate the workforce planning process by providing a cadre of students who, upon graduation, are qualified and eligible for future employment
- Objective 6:** Monitor recruitment and hiring to ensure the workforce reflects the Nation's Diversity

Performance Measures

FY 2007

- Conduct reviews of 1890, Public Service, WINS Programs and Agency Centers of Excellence. Continue to identify programs and Universities to partner in the APHIS AgDiscovery Program - Annually
- Conduct briefings with APHIS Deputy Administrators or their designees on the 1890 Scholars, WINS and Public Scholars Program - Annually
- Develop, review and revise 1890 and Public Service Scholars Standard Operational Plans - Annually
- Coordinate the delivery of resources to support APHIS partnerships at 1890 Land Grant Colleges and Universities, Historically Black Colleges and Universities, and Hispanic Serving Institutions
- Conduct site visits to review progress on the implementation of APHIS partnerships at 1890 Land Grant Colleges and Universities, Historically Black Colleges and Universities, and Hispanic Serving Institutions
- Provide ongoing technical assistance to managers, supervisors, and collateral duty officials
- Monitor the participation of designated individuals on various committees
- Distribute mid-year statistical analyses

Goal 3: Develop and implement programs, strategies, and initiatives designed to close, settle or mediate active complaints and prevent new complaints.

- Objective 1:** Provide training and information resources to managers that will Reduce EEO complaints
- Objective 2:** Utilize various ADR techniques to resolve EEO complaints
- Objective 3:** Promote essential & appropriate training and education on ADR to agency personnel

Performance Measures

FY 2007

- Offer the ADR process to all contacts in the informal EEO complaint process
- Develop and implement video, telephone and settlement conference methods of ADR
- Work with Human Resources to ensure new employee orientation materials contain updated and accurate EEO materials

Performance Measures (continue)

- ☑ Develop and distribute EEO Complaint Processing Guide for Management Officials in Formal EEOC Complaints
- ☑ Increase awareness among managers of the APHIS Manager's EEO Helpline
- ☑ Incorporate ADR principles and techniques in the Civil Rights Information Academy briefing modules to ensure consistency with underlying laws, rules, regulations, executive orders and/or agency guidance
- ☑ Arrange for expert consultants to design and present workshops that address agency civil rights issues and concerns for all managers and supervisors - Annually

Strategic Alignment Table: From APHIS to CREC CIVIL RIGHTS

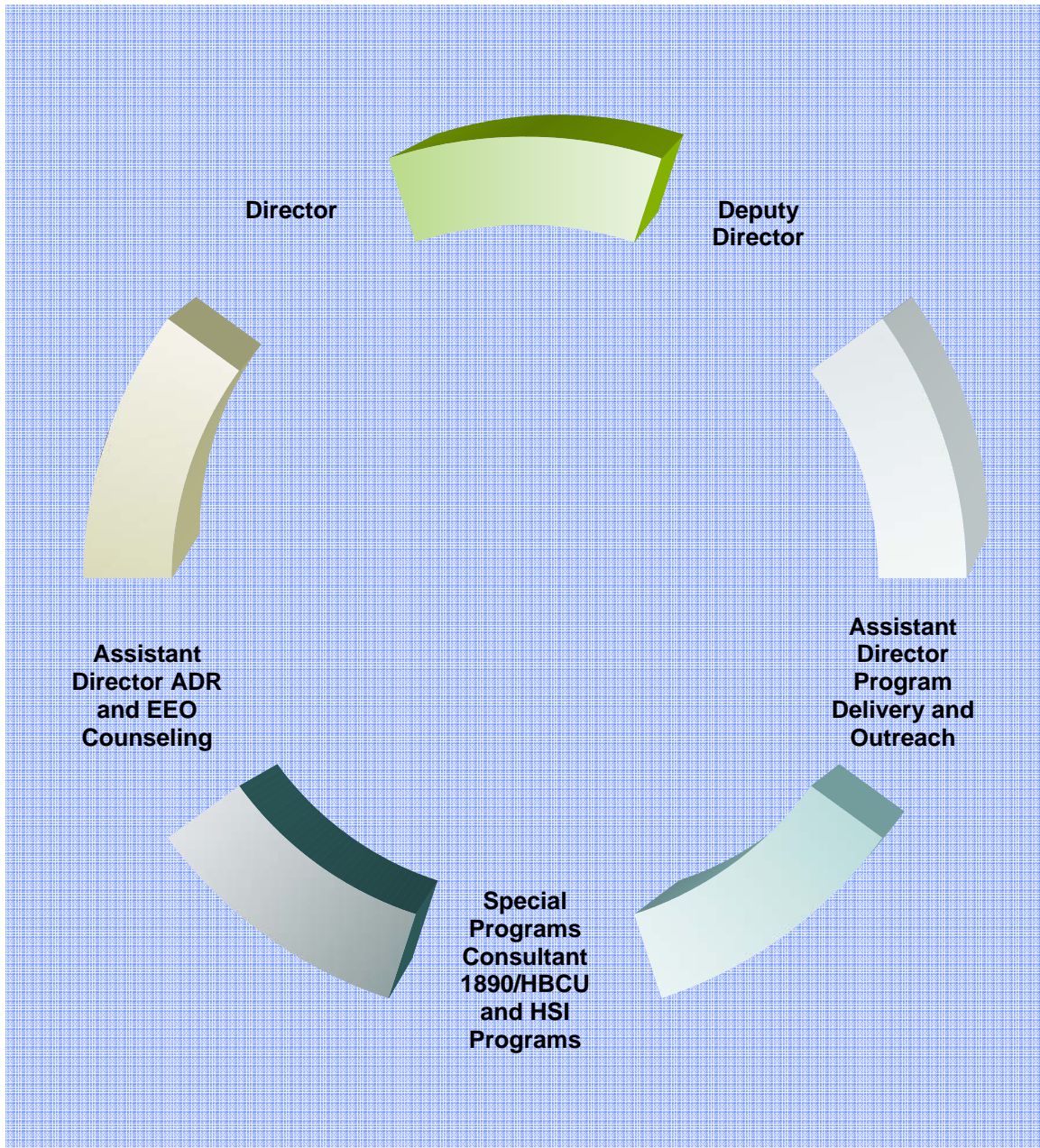
| APHIS STRATEGIC PLAN - VISION | | | | | |
|--|--|---|--|---|---|
| <p>APHIS builds and maintains a world-class system that safeguards the health of animals, plants and ecosystems in the United States and fosters safe agricultural trade worldwide, resulting in abundant and affordable agricultural products for U.S. consumers and the rest of the world.</p> | | | | | |
| APHIS STRATEGIC PLAN - MISSION | | | | | |
| <p>To protect the health and value of U.S. agriculture and natural resources.</p> | | | | | |
| APHIS STRATEGIC PLAN MISSION AND ORGANIZATIONAL PRIORITIES | | | | | |
| <i>Mission Priority 1:</i> | <i>Mission Priority 2:</i> | <i>Mission Priority 3:</i> | <i>Mission Priority 4:</i> | <i>Organizational Priority #1:</i> | <i>Organizational Priority 2:</i> |
| <p><i>Strengthen our Safeguarding system domestically and in other countries</i></p> | <p><i>Strengthen Emergency Response Preparedness</i></p> | <p><i>3. Facilitate safe agricultural trade through effective management of sanitary and phytosanitary (SPS) issues</i></p> | <p><i>Enhance the well-being of animals covered by the Animal Welfare Act (AWA) and the Horse Protection ACT (HPA)</i></p> | <p><i>Value and Invest in APHIS Employees</i></p> | <p><i>Accomplish our Mission through Effective and Efficient Management of our Programs</i></p> |



| CREC MISSION |
|--|
| <p><i>To provide leadership, direction, coordination, evaluation, and support to the Civil Rights efforts of the Animal and Plant Health Inspection Service.</i></p> |
| CREC VISION |
| <p><i>To ensure non-discrimination in the workplace, identify and remove barriers that impede employment and advancement opportunities for all employees and deliver programs fairly and impartially to all customers.</i></p> |
| CREC CIVIL RIGHTS STRATEGIC GOALS |
| <p>Goal 1: To implement a Civil Rights Program that is fully compliant with all Civil Rights Laws, rules and regulations including EEOC's MD-715 and USDA and APHIS regulations, policies, and guidelines.</p> <p>Goal 2: Strengthen and expand educational programs and continue to ensure that the APHIS workforce reflects the Nation's diversity.</p> <p>Goal 3: Develop and implement programs, strategies, and initiatives designed to close, settle or mediate active complaints and prevent new complaints.</p> |

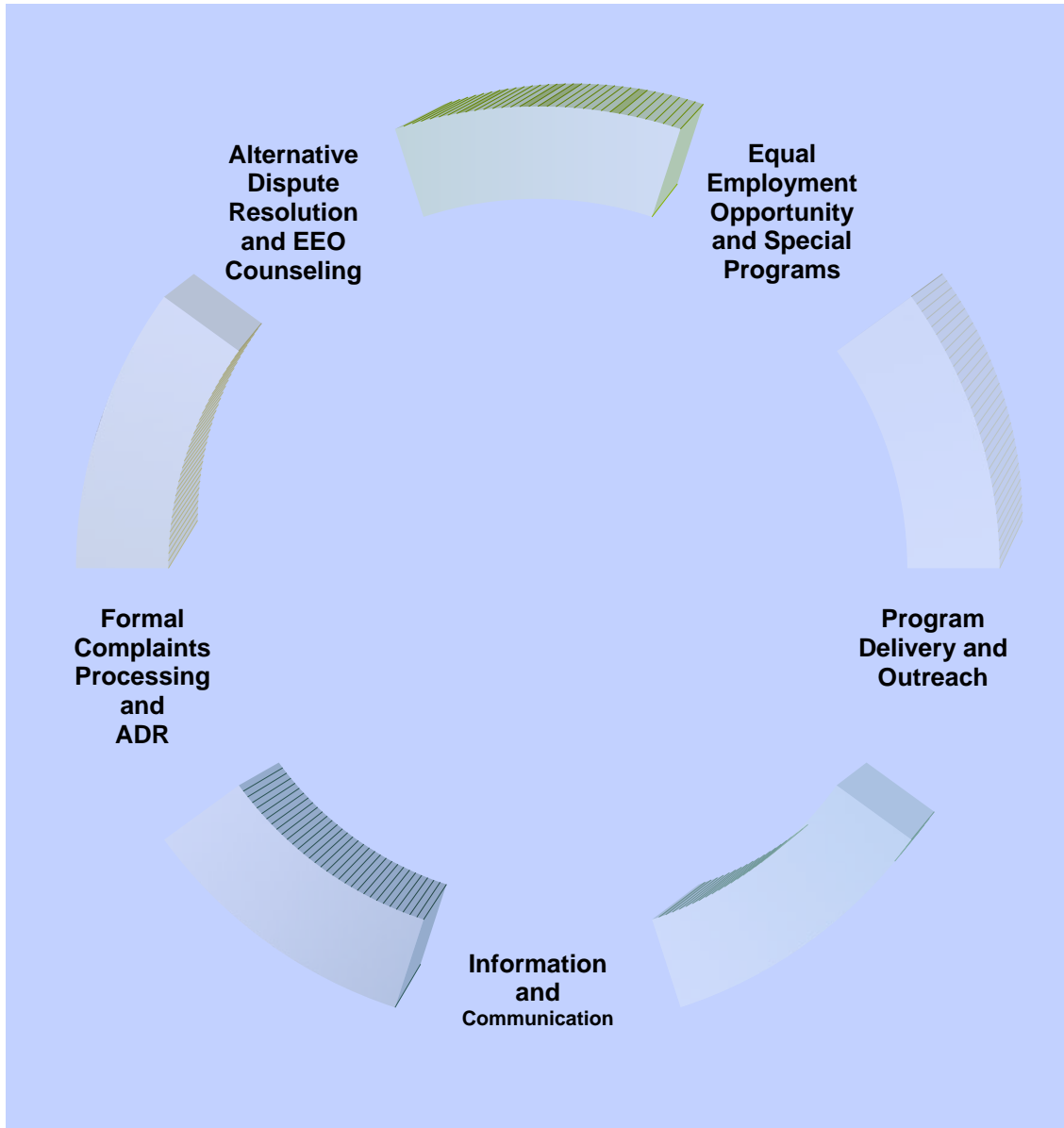
CREC Organizational Structure

CREC Management Team



The CREC staff is organizationally located in the Office of the Administrator

CREC Leadership Team



CREC Programs and Services

The following programs and services are provided to APHIS managers, supervisors and employees.

1. Special Programs

USDA 1890/Historically Black Colleges and University Initiatives

1890 Scholars, Scholarship and Placement Program

Centers of Excellence

1890 Institution Teaching and Research Capacity Building Grants Program

USDA/1890 Excess Personal Property Program

Student Employment Programs

Summer Intern Program

Washington Internships for Native Students (WINS)

HACU Student Intern Program

2. Program Delivery and Outreach

Federally Conducted Program Compliance

Example – Permit Issuance

Federally Assisted Program Compliance

Example - Loans or Grants to Universities

Compliance Reviews of APHIS programs to ensure compliance with EEO and Civil Rights Laws, Regulations and Guidelines

Processing of Program Complaints (*complaints filed by customers of service beneficiaries – non employees*)

Civil Rights Impact Analyses

APHIS is required to identify and address the civil rights implications of proposed actions in management and decision making procedures, i.e. proposed regulations, facility moves, facility closures, reorganizations, etc.

3. Equal Employment Opportunity and Special Emphasis Programs

EEO Program Compliance

Development of the Annual EEO Plan in compliance with EEOC's MD-715

Special Emphasis Program Implementation (6 authorized USDA APHIS Programs):

Federal Women's Program

Hispanic Employment Program

Disability Employment Program

African American Program

Asian Pacific American Program

Native American Program

EEO Advisory Committee Management/Oversight

EEO Committees serve as links between managers and employees. Committees have been established in each APHIS program area with 2 National Civil Rights Leadership Committees (PPQ/VS).

4. ADR and EEO Counseling

- Informal EEO Counseling
- Alternative Dispute Resolution
- Settlement agreements (development/implementation)
- Technical Assistance

5. Formal Complaints Processing and Alternative Dispute

- Case management
- Settlement agreements (*development/implementation*)
- Investigation Services (contract)
- "No Fear Act Reporting"
- Management Training
- Technical Assistance
- USDA/OGC Liaison
- Alternative Dispute Resolution
- EEOC Reporting

6. Information and Communication

- CREC Update
- CREC Website
- Civil Rights Information Academy
- Web Seminars
- CREC Strategic Plan