

**INFORMATIONAL MEMORANDUM FOR THE DEPUTY ASSISTANT SECRETARY  
FOR CIVIL RIGHTS**

**THROUGH:** James E. Hubbard  
Under Secretary  
Natural Resources and Environment

Date:

**FROM:** Victoria Christensen  
USDA Forest Service

*Christensen*

Date: 12/19/18

**SUBJECT:** Annual Forest Service Equal Employment Opportunity Program Status  
Report, Fiscal Year 2018 Accomplishments and Fiscal Year 2019 Planned  
Activities

**FILE CODE:** 1750

**ISSUE / REQUEST:**

The U.S. Department of Agriculture, Forest Service's Annual Equal Employment Opportunity (EEO) Program Status Report is submitted in accordance with the U.S. Equal Employment Opportunity Commission's (EEOC) Management Directive 715 (MD-715).

The Forest Service utilizes the MD-715 as a framework for creating an effective EEO Program. The Six Essential Elements of a Model EEO Program continue to guide the Forest Service in addressing deficiencies and to implement strategies to eliminate barriers to EEO.

**SUMMARY:**

The Forest Service continues its focus on enhanced civil rights and anti-harassment training. Every Region, Station, and Area increased Civil Rights training efforts, which better equips supervisors with harassment and discrimination recognition and intervention capabilities. Progress in the past fiscal year has led to an improved work environment. The Forest Service is working hard to become a model EEO program. Our Agency's focus to eliminate barriers to EEO has had a positive impact particularly with respect to the decreasing numbers of EEO complaints that mention reprisal and harassment. Leaders at every level are responsible for this sustainable cultural shift. I am committed to holding people accountable and to create the workplace we all deserve.

For more information, please contact Ted H. Gutman, Director, Office of Civil Rights at [theodore.gutman@usda.gov](mailto:theodore.gutman@usda.gov) or 202-205-0827.

Enclosures



# U.S. Department of Agriculture, Forest Service



*Bringing People Together*

## ANNUAL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM STATUS REPORT

### **Equal Employment Opportunity Commission**

### **Management Directive 715**

### **Fiscal Year 2018 Accomplishments**

(October 1, 2017 to September 20, 2018)

**and**

### **Fiscal Year 2019 Planned Activities**

(October 1, 2018 to September 20, 2019)

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# FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

<b>EEOC FORM 715-01  PART A - D</b>	<i>U.S. Equal Employment Opportunity Commission</i>  <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
For period covering October 1, 2018, to September 30, 2019		
<b>PART A  Department or Agency Identifying Information</b>	<b>1. Agency</b>	U.S. DEPARTMENT OF AGRICULTURE
	1.a. 2 <sup>nd</sup> level reporting component	FOREST SERVICE
	1.b. 3 <sup>rd</sup> level reporting component	REGIONS/STATIONS/AREA (PART D)
	1.c. 4 <sup>th</sup> level reporting component	
	<b>2. Address</b>	201 14 <sup>th</sup> Street, SW
	<b>3. City, State, Zip Code</b>	Washington, DC 20250
	<b>4. CPDF:</b> ADPF	<b>5. FIPS Code:</b> 01779803
<b>PART B  Total Employment</b>	<b>1. Total Permanent Full-Time and Part-Time employees</b>	1. 27,468
	<b>2. Total Temporary Employees</b>	2. 8,232
	<b>3. Total Employees Paid From Non-Appropriated Funds</b>	3. 0
	<b>4. TOTAL EMPLOYMENT</b>	4. 35,700
<b>PART C  Agency Officials Responsible For Oversight of EEO Programs</b>	<b>1. Head of Agency Official Title</b>	Victoria C. Christiansen, Chief
	<b>2. Agency Head Designee</b>	J. Lenise Lago, Associate Chief
	<b>3. Principal EEO Director/Official Title/series/grade</b>	Theodore H. Gutman, Director of Civil Rights, 0260, ES-00
	<b>4. Title VII Affirmative EEO Program Official</b>	Rick Balolong, Acting Assistant Director, 0260, GS-14
	<b>5. Section 501 Affirmative Action Program Official</b>	Robin C. Kilgore, Assistant Director, 0260, GS-15
	<b>6. Complaint Processing Program Manager</b>	Debra Harrell, Branch Chief, 0260, GS-14

7. Other Responsible EEO Staff	Berlinda Baca, Diversity and Inclusion Branch Chief, Branch Chief, 0301, GS-14
	Robert Ragos, Compliance Manager, Branch Chief, 0260, GS-14
	Linda Lynch, PhD, Principal EEOC Management Directive-715 Preparer, Program Analyst, 0343, GS-13
	Craig Willis, Program Analyst, 0343, GS-13
	Danette Ramirez-Montoya, Outreach Specialist, Federal Women's Program Manager, Special Emphasis Program Manager (SEPM), 0301, GS-13
	Pedro Nieto, Jr., Equal Employment Manager, SEPM, 0260, GS-13
	Gerald McGaughran, Program Specialist, Disability Program Manager, 0301, GS-13
	Shannon Swaziek, Anti-Harassment Program Manager, Supervisory Human Resource (HR) Specialist (Employee Relations), 0201, GS-14
	Emily Ortiz, Special Placement Program Coordinator Individuals with Disabilities, Lead HR Specialist, 0201, GS-12

EEOC FORM  
715-01  
  
PART D

*U.S. Equal Employment Opportunity Commission*  
  
**FEDERAL AGENCY ANNUAL  
EEO PROGRAM STATUS REPORT**

<b>PART D.1</b>  List of Subordinate Components Covered in This Report	<b>Subordinate Component and            Location</b>	<b>CPDF and FIPS Codes</b>	
		Northern Region, Missoula, MT	AG11
	Rocky Mountain Region, Golden, CO	AG11	01779779
	Southwestern Region, Albuquerque, NM	AG11	00897535
	Intermountain Region, Ogden, UT	AG11	01455989
	Pacific Southwest Region, Vallejo, CA	AG11	01779778
	Pacific Northwest Region, Portland, OR	AG11	01155107
	Southern Region. Atlanta, GA	AG11	01705317
	Eastern Region, Milwaukee, WI	AG11	01779806
	Alaska Region, Juneau, AK	AG11	01785533
	Northern Research Station, Newtown Square, PA	AG11	01779798
	Pacific Southwest Research Station, Albany, CA	AG11	01779778
	Pacific Northwest Research Station, Portland, OR	AG11	01155107
	Rocky Mountain Research Station, Fort Collins, CO	AG11	01779779
	Southern Research Station, Ashville, NC	AG11	01027616



	International Institute of Tropical Forestry, San Juan, PR	AG11	01779808
	Northeastern Area State & Private Forestry, Newtown Square, PA	AG11	01779798
	Forest Product Laboratory Madison, WI	AG11	01779806

**Part D.2 EEOC FORMS and Documents Included With This Report**

Executive Summary [FORM 715-01 PART E], that includes:	Appendix C11: Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]
1. Brief paragraph describing the Agency's mission and mission-related functions	Part H1, H2, H3: EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement
2. Summary of Results of Agency's Annual Self-assessment against MD-715 "Essential Elements" N/A	Part I1, I2, I3: EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier
3. Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF N/A	Part J: Special Program Plan for the Recruitment, Hiring, and Advancement of PWTD for agencies with 1,000 or more employees [FORM 715-01 PART J]
4. Summary of EEO Plan Objectives planned to eliminate identified barriers or correct program deficiencies N/A	Appendix C16: FY 2018 Workforce A and B Tables, as necessary to support Executive Summary and/or EEO Plans
5. Summary of EEO Plan action items implemented or accomplished N/A	Appendix : 462 Report Data as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues Appendix C10: 462 No Fear Report
6. Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	Facility Accessibility Survey Results as necessary to support EEO Action Plan for building renovation projects Appendix C4: Facility Accessibility Survey
7. Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	Appendix C1: Organizational Chart Appendix C2: EEO Policy Statement

USDA Forest Service

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

### Executive Summary

#### USDA FS MISSION AND MISSION RELATED FUNCTIONS

##### Part E.1 - Executive Summary: Mission

The U.S. Department of Agriculture (USDA), Forest Service (FS) mission is to sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.

Note: All agencies must complete Part E.1, however, only agencies with 199 or fewer employees in permanent FT/PT appointments are required to complete Part E.2 to E.5. Agencies with 200 or more employees in permanent FT/PT appointments have the option to complete Part E.2 to E.5

##### Part E.2 - Executive Summary: Essential Element A - F

N/A

##### Part E.3 - Executive Summary: Workforce Analyses

N/A

##### Part E.4 - Executive Summary: Accomplishments

N/A

##### Part E.5 - Executive Summary: Planned Activities

N/A

**Part F: Continuing Equal Employment Opportunity Programs Establishment and Certification**

I, THEODORE H. GUTMAN, DIRECTOR, CIVIL RIGHTS, am the Principal EEO Director/Official for the USDA FS.

The Agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEOC MD-715. If an essential element was not fully compliant with the standards of EEOC 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 also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure, or practice WAS operating to disadvantage any group based on race, religion, color or national origin, age, 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.

THEODORE H. GUTMAN Director, Office of Civil Rights	Date
Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEOC MD-715.	
VICTORIA CHRISTIANSEN Chief, USDA Forest Service	Date

## **Part G. Agency Self-Assessment Checklist Measuring Essential Elements**

**SEE APPENDIX C11**

## Part H. Model EEO Program Essential Elements Attainment Plan

STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<b>H.1. Essential Element A-DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP:</b> Procedures for Reasonable Accommodation (RA) are not posted on World Wide Web or Internet. This is covered under 29 CFR §1614.102(b)(5)	
OBJECTIVE:	Ensure written materials featuring the variety of EEO programs and administrative and judicial remedial procedures are “prominently posted” in all personnel and EEO offices throughout the workplace to inform employees and applicants.	
RESPONSIBLE OFFICIAL:	Civil Rights Directors, Assistant Director Field Operations, and HRM	
DATE OBJECTIVE INITIATED:	October 2017	
TARGET DATE FOR COMPLETION:	September 2019	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE</b>		<b>TARGET DATE</b>
1. Create and post on FS WWW <u>Reasonable Accommodation Procedures</u> : approved by the EEOC		March 30, 2019
2. Insure approved RA Procedures contain a subsection featuring information to attain Personal Assistance Services (PAS).		March 30, 2019
3. Provide a response to the US EEOC June 27 2018 Technical Assistance Letter, regarding corrective actions. (Appendix C13)		February 15, 2019
4. Establish numerical goals for PWD adopting the 12% goal for grade ranges GS-1 to GS-10 and GS-11 to SES.		May 30, 2019
5. Submit compliant PAS procedures to EEOC for review and approval.		September 30, 2019
6. Submit compliant RA Procedures to EEOC for review prior to posts on Agency public website.		September 30, 2019
<b>FY 2018 ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE</b>		
<ul style="list-style-type: none"> <li>• The FS adopted the PWD 12% numerical goal.</li> <li>• Compliant RA procedures were submitted to EEOC for approval.</li> <li>• Forest Service RA procedures were posted on the Agency public website which will change once the USDA finalized their policy and the FS adopts it. <u>Reasonable Accommodation Procedures Link</u>:</li> </ul>		

STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<b>H.2. Essential Element A-DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP:</b> Ninety percent (90%) of Reasonable Accommodation (RA) requests are not processed within the timeframe set forth in the Agency Procedures. On September 14, 2015, the EEOC issued a letter reminding the Agency to re-submit RA Procedures if they are updated and or revised.	
OBJECTIVE:	Educate and train Disability Program Managers, supervisors, managers, and employees about RA competencies to ensure at minimum, 90% of RA requests are processed within the timeframe set forth in the Agency procedures.	
RESPONSIBLE OFFICIAL:	Civil Rights Directors, Assistant Director Field Operations, and Human Resources Management	
DATE OBJECTIVE INITIATED:	August 2014	
TARGET DATE FOR COMPLETION:	September 2020	
<b>FY 2019 PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE</b>		<b>TARGET DATE</b>
1. Provide quarterly RA reports of national data and trend analysis to Agency leadership and field CR Directors in the field.		September 30, 2019 Ongoing
2. Ensure all employees who work on, oversee or supervise the RA process are trained, and skilled regarding RA and PAS administration requirements.		September 2020
3. Ongoing monitoring to ensure all RA case requests are processed within 30 calendar days at least 90% of the time.		September 2019
3. Review RA processing time impacts and inform RA processing practitioners		June 2019
<b>FY 2018 ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE</b>		
<ul style="list-style-type: none"> <li>• The MD-715 Report score for FY18 period (10/1/2017 to 9/30/2018), is 86.20% or 87%, or &lt;-3.8% below the required 90% of RA requests to be processed within the 30 day timeframe.</li> <li>• However, the FS RA Specialist Team: RA Case Report indicates the FS exceeded the 90% cases processed timely goal, during the 4<sup>th</sup> quarter FY 2018, with 91%.</li> <li>• To support consistent and continuous access and delivery across CR Service Centers, the FS reviewed all RA training presentations and consolidated them on one internet site.</li> <li>• The FS provided recently developed blended in-person and online supervisor training courses through Ag Learn, promoting professional leadership development and better preparing supervisors for success in their critical role.</li> <li>• All Service Centers provided RLT/SLTs quarterly CR Topic updates which included RA. Optional additional ad hoc training/presentations/updates were available by leadership request as well.</li> <li>• DCSC: Conducted EEO/OCR training to approximately 1,867 FS employees, of which an estimated 453 were supervisors/manager. Topics included: Equal Opportunity, Employment, RA and Anti-Harassment.</li> <li>• DCSC + R3: Served as the OCR Representative and Presenter at the National New Supervisor Quarterly Training Program: 86 new supervisors, which included new supervisor training on Equal Opportunity, Employment, RA, and Anti-Harassment across the Agency/country.</li> <li>• R3: Ten (10) Equal Opportunity, Employment, and RA training sessions provided to over 1700 FS employees in R3 and Albuquerque Service Center (ASC).</li> <li>• R3: Three (3) Equal Opportunity, Employment, and RA training sessions were conducted to 150 Assistant Directors and Law Enforcement employees.</li> <li>• R3: Four (4) New Employee Orientation training sessions were offered including: Equal Opportunity, Employment, RA and Anti-Harassment, 1 regional, and 3 national sessions with 238 employees.</li> <li>• R3: Three (3) New Supervisor Training sessions Equal Opportunity, Employment, RA and Anti-Harassment) to 120 supervisors.</li> </ul>		

STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<b>H.3. Essential Element B - INTEGRATION OF EEO INTO THE AGENCY STRATEGIC MISSION</b> The Hispanic Employment Program position is vacant. This position is a statutory/regulatory EEO related Special Emphasis Program (SEP), covered under Title 5 CFR, Subpart B, 720.204. Reminder due to the hiring freeze.	
OBJECTIVE:	Fill the vacant Hispanic Employment Program Manager position.	
RESPONSIBLE OFFICIAL:	Work Environment Performance Office (WEPO) and HRM	
DATE OBJECTIVE INITIATED:	October 2017	
TARGET DATE FOR COMPLETION:	October 2019	
<b>FY 2019 PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE</b>	<b>TARGET DATE</b>	
1. Request exemption in Hiring Projections Portal	TBD	
2. Pre-Consultation with HRM	TBD	
3. Advertise Position	TBD	
4. Interviews, selection and offer	TBD	
5. New employee comes onboard	TBD	
<b>FY 2018 ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE</b>		
<ul style="list-style-type: none"> <li>• In response to the USDA Secretary’s, Phase III, One USDA, Civil Rights Reorganization direction, Special Emphasis Program will transition out of Forest Service Civil Rights to the new FS Work Environment and Performance Office. A contractor is currently developing a workload analysis that will direct the design of the new organizational structure. The Forest Service currently has three (3) fulltime FTE to administer the three EEOC mandated and four USDA mandated special emphasis programs/groups. The workload analysis will determine if additional resources are needed. The analysis will be complete March 2019.</li> <li>• Accomplishments of the Acting National Hispanic Employment Program Manager (HEPM) include: <ul style="list-style-type: none"> <li>▪ Delivered training SEP training and barrier analysis</li> <li>▪ Serves as a member of an Interagency Diversity Joint Venture (DJV) with 35 federal and state agencies, universities, non-governmental organizations, foundations, and professional societies working together to increase diversity in the conservation workforce</li> <li>▪ Delivered a comprehensive series of training workshops targeting key Hispanic Serving Institutions and Historical Black Colleges Universities (UDC, UMD, UMBC) educating students and faculty members on internship programs and application requirements. In addition, he facilitated two Pathways workshops at the USDA-National Institute of Food &amp; Agriculture and USDA-Office Partnership &amp; Public Engagement that were attended by 100 students and 40 key educational administrators.</li> <li>▪ Met with Military Career Counselors and College Career Center Counselors to promote educational and employment opportunities in natural resources disciplines at the University of DC, Montgomery Community College, MD and University of Maryland and military installations Fort Belvoir, Fort Myers, Quantico and Andrews Air Force Base. In addition, provided constructive feedback to over 100 candidates during the job interview sessions.</li> <li>▪ Serves as the USDA-HACE-Chair during this year lead the programs which showcased federal career mapping sessions that benefited 50 local candidates and held an educational teleconferences on resume writing (knowledge, skills and abilities) and job interview strategies with over 200 participants.</li> </ul> </li> <li>• Acting Hispanic Employment Program Manager attended Several Inter-Agency Training Sharing Sessions - provided by the Federal Training Institute by League of United Latin American Citizens, Federal Asian Pacific American Conference, Office Personnel Management and the Interagency Diversity Joint Venture. Inter-Agency sharing sessions were delivered via meetings, conferences, and webinars by several organizations such as; federal agency experts, state agencies, employee groups, Diversity Officers from educational institutions, private organizations and contractors like Deloitte, Society of Human Resources Society, The Partnership for Public Service and others.</li> </ul>		

**PART I: PLAN TO ELIMINATE IDENTIFIED BARRIERS**

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	I.1. The SES participation rate of the following groups was found to be below CLF: Women, Hispanic Males, Asian Males and Females, and PWD.
BARRIER ANALYSIS:	Using data from three MD-715 A and B Tables, a workforce participation statistical analysis was conducted demonstrating GS-12 to G-15 feeder pools were below CLF for these groups: Women, Hispanic Males, Asian Males and Females, American Indian/Alaska Native Males and Females, Native Hawaiian/Pacific Islander Males and Females, and PWD.
STATEMENT OF IDENTIFIED BARRIER:	The Agency must continually monitor: mid and senior-level workforce EEOC barriers, succession planning, outreach recruitment, and job training details, including GS-12 to GS-15 employee developmental opportunities.
OBJECTIVE:	Increase through mentoring programs the diversity representation among skilled, competitive candidates within the “pipeline” for senior management positions.
RESPONSIBLE OFFICIAL:	FS Leadership, WEPO, CR Directors, and HROs
OBJECTIVE INITIATION: DATE	September 2008
OBJECTIVE TARGET COMPLETION DATE	September 2020

FY 2019 PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	TARGET DATE
1. Civil Rights, HRM and WEPO will conduct Hispanic, Women, Asian, and PWD barrier analyses focusing on GS-13, 14, 15-levels and SES feeder pools: seeking recommendations and next steps.	September 30, 2019
2. CR and HRM will analyze data from A4, B4, A7, B7, A9, B9, A11, B11, A12, and B12 tables to monitor workforce representation among these groups. Transition applicant flow data from E-Recruit to USA Staffing: used for year-end data	September 30, 2020
3. Study impacted groups to surface specific factors that result in lower participation.	September 30, 2020
4. Relocating employment outreach, recruitment, conflict management, and ADR program staff to the WEPO, to better support specialized programs addressing workplace sexual and unethical harassment.	November 11, 2019

**FY 2018 REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE**

FS Senior Executive Service Workforce Development

The USDA administers the national Senior Executive Service (SES) program and hires all SES employees. The FS continues to maintain leadership diversity in the SES program, particularly with women, minority and PWD. The FS HRM and the Office of Civil Rights continue to strengthen their partnership, and produce regular recurring special reports supporting SES and leadership demographics tracking, monitoring, and analysis. The FY 2018 SES workforce demographic make-up:

FY 2018 Forest Service SES Workforce		
	Percentage	Noted Change
Males	60%	
Females	40%	+6.00% since FY 2014
Minorities	49%	Up from FY 2016 44.0%
PWD	7% (3 People)	
PWTD	4% (2 People)	
FY 18 “Exceeded” SES Onboard Rate	Women, HM, BM, BF, AF, AI/ANM	
FY 18 SES “Below” Onboard Rate	Men, HF, WM, WF, AM, NH/OPIM, NH/OPIW, AI/ANF, TMRM, TMRF	
SES Conversions		
FY 2016	4 employees converted: 1) BM, 2) WF, 3) BF, 4) AF	
FY 2017	0 employees converted	
FY 2018	1 employee converted: WM	



### Improving Employee Retention through Leadership Development and Mentoring Programs

The FS continue efforts to improve workforce-individual employee retention long-term by promoting leadership skill development opportunities and ensuring these are accessible to all employees at all career levels. Likewise, the FS strives to ensure “diversity” participation within career development opportunities, including: individual development planning with specific training; on-the-job training/detail opportunities; complex project team assignment opportunities; competitive selection, hiring, and promotions; the Career Development Program (CDP) and Senior Executive Service (SES) leadership career development opportunities; and through mentoring individuals with completed SES Executive Development Plans. The plan to develop employee leadership skills is envisioned to support individual employee’ present job performance and future career assignment capability, ultimately to FS leadership capability.

The Agency took affirmative steps to implement each of the component areas illustrated by the Diversity Strategic Plan and ensured that goals and timelines were accomplished accordingly. The Agency implemented specific goals, activities, and timelines organized around each of the six components outlined in USDA’s Diversity Strategic Plan: Leadership Accountability and Commitment; Outreach and Partnership; Recruitment and Hiring; Retention and Promotion; Diversity Training and Awareness; and Employee Development and Recognition.

### State of FS Administration of SES/Leadership Career Development Opportunities

The FY18 administration of FS SES/Leadership Career Development opportunities were distributed among eligible relevant applicant pool candidates, resulting in the following findings:

- Five (5) or (31%) of workforce RSNO groups are participating in available SES/Leadership Career Development opportunities at rates above their relevant applicant pool, including: 1) men; 2) Hispanic females; 3) White males; 4) White females; 5) American Indian males.
- Eleven (11) or (69%) workforce RSNO groups are participating at rates below their relevant applicant pool, including: 1) women; 2) HM; 3) BM; 4) BF; 5) AM; 6) AF; 7) NH/PIM; 8) NH/PIF; 9) AIF; 10) TMRM; 11) TMRF.

Administration of SES/Leadership Career Development opportunities with PWD and PWTD eligible candidates were distributed, resulting in the following findings:

- Participation by PWD/PWTD candidates FY 2018, occurred in only four (4) of the seven (7) Leadership Career Development opportunities, including: 1) Middle Leader Program; 2) National New Leader Program; 3) OPM Leadership for a Democratic Society; 4) Senior Leader Program.
- FY19, FS Administration of SES/Leadership Career Development opportunities with PWD and PWTD eligible candidates shall broaden participation in all seven programs, the special emphasis in the three (3) others, including: 1) Congressional Briefing; 2) Harvard Senior Executive Fellows; 3) Harvard Senior Managers in Government.

**Summary:** FY 2018 FS administration of Leadership Career Development Training opportunities, resulted in the participation rates by workforce RSNOD groups not being evenly distributed among eligible/relevant applicant pool candidate(s). As a result, fewer diverse and eligible leadership candidates may exist within the pipeline, being available FY 2019 to compete for future leadership and possible SES development/assignments. More information and survey of eligible SES/Leadership Development (relevant applicant pool) candidates is needed in FY 2019, in order to recommend effective/efficient mitigation strategies going forward.

### **FY 2018 Accomplishments**

- The new FS Work Environment and Performance Office was established June 2018, and the office resources have been moved as of November 11, 2018.
- Example highlights for FY 2018 Hispanic male workforce participation compared with National CLF levels of FY 2010 include:
  - a. Permanent workforce Hispanic men were fully represented.
  - b. Hispanic New Hires men (8.4%), well above their CLF representation of (5.17%) percent.
  - c. Total New Hires Hispanic men at senior levels GS-11(10.2 %), GS-12 (6.5 %), GS-13 (7.0 %), and GS-14 (18.2 %) exceed CLF participation rates.
  - d. Promotions: Hispanic men and women were promoted at rates exceeding their onboard representation rates.
  - e. FY 2018 SES workforce participation by HM “Exceeded” SES Onboard Rate.

- In FY 2018, 40 individuals completed the Senior Leader Program (SLP) which is a blended-learning leadership development program opportunity in support of the Forest Service leadership succession planning. Leaders of the FS are committed to preparing our successors, nurturing their talent and developing leadership competencies. The program, based on the OPM Leadership Competency/Proficiency Model “Leaders Growing Leaders” framework, includes considerable opportunity to meet and interact with leaders at the highest level. This development opportunity offers a rich diversity of learning experiences in residential, dialogue, distance learning, group and self-directed activities. This session is for high performing, highly motivated individuals who want to accelerate their leadership competencies, learn how to be champions of employee engagement for diversity, inclusion, safety, and to learn and perfect skills that will help address the future challenges of the FS.
- In FY 2018, four individuals attended the Leadership for a Democratic Society, five individuals attended the Harvard Kennedy School Senior Executive Fellows, and 1 individual attended the Harvard Kennedy School Senior Managers in Government. These residential programs are based on the OPM Leadership Competency/Proficiency Model and are designed for upper-level managers and federal executives to build executive skills in policy development, political strategy, performance management, negotiation, and leadership in crisis situations in order to accomplish the FS mission.
- The FS increased leadership training participation from 766 in FY 2016 to 1,001 in FY 2017. This was done by increasing enrollment in existing programs and offering additional training. FY18 down from 1,001 to 885.

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	I.2. Women, Minorities, and Persons with Disabilities are separating at rates that hinder gains in the diversity of the workforce.
BARRIER ANALYSIS: TRIGGER	A statistical analysis was conducted utilizing the MD-715 A14 Tables.
STATEMENT OF IDENTIFIED BARRIER	The Agency lacks a viable and consistent on-boarding and orientation practice, and lacks the ability to analyze Exit Interview (EI) Survey data.
OBJECTIVE:	Increase highly-qualified employee retention by increasing cultural competency and offering mentoring.
RESPONSIBLE OFFICIAL:	FS Leadership, WEPO, HRM, CR Directors
DATE OBJECTIVE INITIATED:	October 1, 2009
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 2021

FY 2019 PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	TARGET DATE
1. The Office of Civil Rights will work with HRM and WEPO to enhance the EI process, the EI Survey form/questions and subsequent RSNOD data collection/analysis.	September 30, 2019
2. The Office of Civil Rights, HRM and WEPO will analyze Federal Employee Viewpoint Survey (FEVS), Climate and EI Survey. Develop tracking metrics based on findings to monitor the action plan results.	Achieved FY18 Ongoing thru September 30, 2020
3. The FS broad implementation of national level Diversity and Inclusion Initiatives included mentoring, coaching, and cultural competency enrichment activities.	September 30, 2020

**FY 2018 REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE**

**Exit Interview Process and Data Analysis:**

- HRM and CR developed a new employee Exit Interview survey which will be facilitated by the Gartner Agency, who were retained to provide quarterly analyses to the National Leadership Council and Administrative Management Council.

**FY 2018 Diversity and Inclusion Initiative Activities:**

- **Mentoring:** Mentoring has a long history as an integral part of the FS culture, providing employees with challenging opportunities to form new connections, broaden their experience, accomplish employee development goals, and cultivate new skills. The FS Mentoring Program benefits employees and the Agency by strengthening the workforce to ensure a steady pool of talented, skilled and motivated employees to serve as future leaders. Leadership fully supports employee development and encourages participation in the Mentoring Program. Mentoring is an excellent avenue to transfer institutional knowledge and enhance employee skills to increase retention. The FS actively participated in the USDA Mentoring Program with 24 active mentors and 25 active protégés currently managed through the USDA Mentoring Portal, and over 79 mentors, 64 protégés, and 74 matches outside the portal. All total we had 197 active members throughout the USDA FS.
- **Coaching:** Following the “Leaders Growing Leaders” strategy, the FS provided Learning Coaches in SLP and MLP classes. In FY 2018, 11 senior and executive leaders were formally trained in advanced coaching skills. Seventy-two coaches were trained in-house about “How to Coach Leader Stance and Habits”. SLP and MLP participants later provided valuable feedback supporting their leadership program experiences after applying and using the coaching principles they learned in the field. Resulting from the subsequent increased demand for leadership coaching, the number of leadership training programs with coaching is escalating. The FS plans to continue training and developing new and seasoned coaches to keep pace with the increased demand, providing more trained coaches helps employees at every level achieve their personal and professional best.

- **Cultural Competency Enriching Activities:**

- Forest Service leadership initiated Listening Sessions with all FS employees beginning April 2018. This 30-day initiative was called “Stand Up for Each Other” Action Plan. Within a 30-day period, the Agency took a series of concurrent steps to change the FS culture. Some steps in the series included, (1) holding listening sessions with employees; (2) establishing a victim support structure, (3) establish an Employee Advisory Board; (4) finalize the FS Employee Code of Conduct; (5) holding “Stand Up” sessions to prevent harassment, assault, bullying, and retaliation; (6) contract with a third party to investigate sexual misconduct charges; (7) distribute an agency-wide survey on work environment – to include harassment, assault, bullying, and retaliation in the FS.
- The USDA and FS both chose “Anti-Harassment” as the required FY 2018 Civil Rights mandatory training. For FY18, OASCR approved the FS “Anti-Harassment Stand-Up for Each Other” sessions as an acceptable option to accomplish the mandatory annual training, and as of September 17, 2018, 99% of all FS employees had completed it.
- “The National New Employee Orientation (NNEO) program was developed to anchor new employees into the agency’s culture, values and purpose. The program is for all new permanent employees within their first two years. NNEO provides participants a deeper perspective into agency history, purpose, organizational structure, and strategic goals. The curriculum is a multi-disciplinary effort that enables participants to engage with leadership, gain a well-rounded overview of the Forest Service program areas, and understand how their careers contribute to the success of our agency. The program includes panel sessions led by senior leadership that provide insight to our mission, vision and values. The interactive three-day sessions include discussions on embracing diverse perspectives, building collaborative partnerships, and actively contributing to shaping the future of the agency. In FY 2018, 327 employees attended a NNEO session. RNO data is not tracked for NNEO attendance.”

- **Employee Retention through Career Development Activities - Examples:**

- In support of increasing female applicants in Fire Apprentice positions, an outreach was posted on the International Women in Fire & Emergency Services job board for a 30-day period in October and November 2017, and August 2018. A “Tips for Job Seekers” webinar was also shared, resulting in over 40 attendees learning about the Fire Apprentice Program and USAJOBS application process.
- In December 2017, the Los Padres National Forest hosted their 4th Annual Women in Wildfire Basic Training Camp. From over 200 outreach responses, 30 females were selected for the 6-day, 5-night Camp hosted in San Luis Obispo: resulting in 23 graduates. Participants learned about FS wildland fire careers, basic firefighting, fire apprentice job opportunities, and leadership development. Concurrently, other fire fighter personnel offerings during the camp were: comprehensive professional Wildland Fire Orientation; formal firefighter and physical agility training; and certification opportunities. All Wildfire Basic Training graduates are now considered highly competitive for wildland fire positions.

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	<b>I.3.</b> The hiring rate of Women, Minorities, PWD (See Part J) are not sufficient to increase their representation rates to the CLF at the entry and journeymen levels.	
BARRIER ANALYSIS:	A statistical analysis of MD-715 tables A1, B1, A3-1, B3-1, A4 and B4 was conducted for workforce participation	
STATEMENT OF IDENTIFIED BARRIER	Workforce representation of Women and Minorities and PWD is below the CLF in entry and journeymen level positions.	
OBJECTIVE:	Increase Women and Minority workforce participation.	
RESPONSIBLE OFFICIAL:	FS Leadership, WEPO, Civil Rights Directors, and HROs	
DATE OBJECTIVE INITIATED:	October 1, 2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2021	
<b>FY 2019 PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE</b>		<b>TARGET DATE</b>
1. HRM will work and collaborate with CR managers, and WEPO staff regarding recruitment and hiring initiatives, workforce and succession planning and serving on the FS Human Capital Planning Workforce Group.		September 30, 2019
2. CR, HRM, and WEPO will collaborate to make better use of applicant flow data in developing actionable strategies for improving diversity, outreach and recruitment.		September 30, 2019
3. Office of CR will collaborate with HRM to identify areas for improving diversity and develop tools for hiring managers to utilize a targeted outreach plan.		September 30, 2020 Ongoing
<b>FY 2018 REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE</b>		
<ul style="list-style-type: none"> <li>The USDA approved the Agency Hiring Plan, providing a framework for managing the permanent and temporary workforce including critical permanent hiring needs, positioning the Agency to meet immediate mission requirements and priorities. Hiring was paired with long term workforce planning and shaping strategies. In the Hiring Plan the Agency offered a hiring portal where units validated and filled vacant positions and projected hiring needs through FY 2020.</li> <li>In FY 2018, the Agency coordinated national collective recruitment efforts for four planned hiring events. The overall purpose to streamline FS recruitment efforts while gaining efficiencies, building diverse sustainable candidate pools representing the served communities, filling existing critical skill gaps, and broadening connections with diverse communities to build long-term hiring solutions. Recruitment strategies targeting diverse populations with high probabilities of meeting mission critical skill gaps and affirmative employment goals lead to four hiring events attracting approximately 5,200 applicants. Three hundred thirty eight (328) positions were filled using a variety of hiring authorities: Pathways, Veterans, Schedule A, Resource Assistants Program, Public Land Corps, Land Management Workforce Flexibility Act, and Peace Corps. Positions were offered online and recruited for at the events crossing RSA/Washington Office boundaries.</li> <li>The Agency participated in diversity-focused events including: 17 Conferences, 24 Career Fairs, 20 Webinar/workshop presentations, and visits to 19 university campuses which permitted the FS to personally engage with students/recent grads and disabled veterans/veterans.</li> </ul>		

## Special Program Plan for the Recruitment, Hiring, Advancement, And Retention of Persons with Disabilities

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

**To increase the overall diversity of the workforce investigate new and different methods that will improve outreach and recruitment strategies**

### Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and PWTD 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) **Yes X** No
  - b. Cluster GS-11 to SES (PWD) **Yes X** No

The grade level cluster for GS-01 to GS-10 is at 7.73% which is below the benchmark.  
The grade level cluster for GS-11 to SES is at 6.99% which is below the benchmark.

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) **Yes X** No
  - b. Cluster GS-11 to SES (PWTD) **Yes X** No

MD-715 B Tables provide total workforce data for PWD, including grade, job series groupings, applicant flow, and selection rates.

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

The numerical goals are displayed on the Workforce Management Dashboards and the Cultural Transformation Accountability Report and discussed during the Workforce Planning Sessions on the USDA Cultural Transformation Metrics.

### 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 PWD and PWTD administer the reasonable accommodation program and SEP, 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.

Yes **X** No

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	Full Time Employed Staff by Employment Status			Responsible Officials
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	132			Erica Nieto, Asst. Director, HR Field Operations <a href="mailto:enieto@fs.fed.us">enieto@fs.fed.us</a>
Answering public questions about hiring authorities that take disability into account	132			Erica Nieto, Asst. Director, HR Field Operations <a href="mailto:enieto@fs.fed.us">enieto@fs.fed.us</a>
Processing reasonable accommodation requests from applicants and employees	6			Robin Kilgore, Asst. Director CR, Field Operations, <a href="mailto:robinckilgore@fs.fed.us">robinckilgore@fs.fed.us</a>
Section 508 Compliance (Acting)	1			Nancy Foster, National Equal Opportunity Program Manager <a href="mailto:nfoster@fs.fed.us">nfoster@fs.fed.us</a>
Architectural Barriers Act Compliance	1			Mitch Ringer Information Architect, Chief Information Office, Strategic Planning <a href="mailto:mringer@fs.fed.us">mringer@fs.fed.us</a>
SEP for PWD and PWTD	1		6	Gerald P. McGaughran Disability Employment Program Manager <a href="mailto:jmcgaughran@fs.fed.us">jmcgaughran@fs.fed.us</a>

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.

Yes **X** No

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*.

Yes **X** No

**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 PWD. The questions below are designed to identify outcomes of the Agency’s recruitment program plan for PWD and PWTD.

A. Plan to Identify Job Applicants with Disabilities:

1. Describe the programs and resources the Agency uses to identify job applicants with disabilities, including PWTB.

Key Programs, Resources, Strategies:

- The FY18-19 FS Recruitment Plan(s) - participation with National Talent Acquisition Network (NTAN) and other coordinated national recruitment events focusing on outreach/ recruitment of PWD/PWTB candidates.
- Customized Recruitment Plans for specific event are developed, including assignment of members of the national cadre to attend each event.
- Recruiter cadre are trained/informed regarding updated guidance, use of Schedule A Authority, and shared key PWD/PWTB recruitment network sources.
- FY19 FS Recruitment Plan(s) will utilize recruitment sources including: Resume Mining USAJOBS, Department of Labor's Workforce Recruitment Program (WRP) of Schedule A eligible college students and recent graduates, Job Corps Centers, POCs at local schools/colleges serving students with disabilities, American Job Centers (AJCs), Council of State Administrators of Vocational Rehab, National Employment Team (NET), Veteran Recruitment Agencies, Centers for Independent Living (CILs), Disability & Veterans Community Resources Directory, Employment Networks (ENs), and Recruit Ability.
- FS's negotiated Union Agreement supports flexibility of Selecting Officials to fill vacancies noncompetitively via Schedule A at any grade level.

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 PWTB for positions in the permanent workforce.

- Agency Union Agreement supports flexibility of Selecting Officials to fill vacancies noncompetitively via Schedule A at any grade level.
- Agency Employment Outreach Database provides eligible external and internal Schedule A candidates the opportunity to respond directly to selecting officials posting Outreach Notices before officials have opted to post their vacancies on USAJobs and thus a chance of convincing officials, in advance, to consider or even select them noncompetitively, rather than proceeding to post their vacancy on USAJobs.

3. When individuals apply for positions under a hiring authority taking 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.

- Agency Union Agreement supports flexibility of Selecting Officials to fill vacancies noncompetitively via Schedule A at any grade level.
- Agency Employment Outreach Database provides eligible external and internal Schedule A candidates the opportunity to respond directly to Selecting Officials posting Outreach Notices before Officials have opted to post their vacancies on USAJobs and thus a chance of convincing Officials, in advance, to consider or even select them noncompetitively, rather than proceeding to post their vacancy on USAJobs.

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 types of training and frequency. If "no", describe the Agency plan to provide this training.

Yes X                      No                      N/A

All new Supervisors complete core training that includes updated modules on recruiting using Schedule A Authority, RA, and resources available through SEPs.



## B. Plan to Establish Contacts with Disability Employment Organizations

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

- The FY18-19 FS Recruitment Plan(s) - participation with NTAN and other coordinated national recruitment events focusing on outreach/ recruitment of PWD/PWTD candidates.
- Customized Recruitment Plans for specific event are developed, including assignment of members of the national cadre to attend each event.
- Recruiter cadre are trained/informed regarding updated guidance, use of Schedule A Authority, and shared key PWD/PWTD recruitment network sources.
- FY19 FS Recruitment Plan(s) will utilize recruitment sources including: Resume Mining USAJOBS, Department of Labor's WRP of Schedule A eligible college students and recent graduates, Job Corps Centers; and POCs at local schools/colleges serving students with disabilities, AJCs, Council of State Administrators of Vocational Rehabilitation, NET, Veteran Recruitment Agencies, Centers for Independent Living (CILs), Disability & Veterans Community Resources Directory, Employment Networks (ENs), and Recruit Ability.
- FS's negotiated Union Agreement supports flexibility of Selecting Officials to fill vacancies noncompetitively via Schedule A at any grade level.

## 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                      **Yes X**                      No
  - b. New Hires for Permanent Workforce PWTD                      Yes                      **No X**

A trigger among permanent workforce New Hires is PWD are presently at 7.38% which is below EEOC's 12% goal. However, this number has increased from 5.38% in FY 2017.

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 (MCOs)? If "yes", please describe the triggers below.
  - a. New Hires for MCO PWD                      **Yes X**                      No
  - b. New Hires for MCO PWTD                      **Yes X**                      No

MD-715 Tables do not currently track this information by series. Other means are being developed to monitor this information.

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 MCO? If "yes", please describe the triggers below.
  - a. Qualified Applicants for MCO PWD                      **Yes X**                      No
  - b. Qualified Applicants for MCO PWTD                      **Yes X**                      No

MD-715 Table B7 provide overall applicant flow rates for MCO job series, however MD-715 Tables do not currently track this information by series. Other means are being developed to monitor this information.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the MCO? If "yes", please describe the triggers below.
  - a. Promotions for MCO PWD                      Yes                      **No X**
  - b. Promotions for MCO PWTD                      Yes                      **No X**

MD-715 Tables do not currently track this information by series. Other means are being developed to monitor this information.

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

### Employees with Disabilities

#### A. Advancement Program Plan

Describe the Agency's plan to ensure PWD and PWTD have sufficient opportunities for advancement.

The Agency has two Leadership Training Programs: 1) The SLP follows a competitive internal selection process, with final vetting by the Agency's Executive Leadership Team; 2) The National New Leader Program. Any permanent employee with one full year of Agency service at the time of application submission can apply at the GS 7-11 level. Individuals are nominated for this program based on their desire and interest to develop their leadership potential and their high self-motivation to complete all requirements and participate fully in all components of the program. The unit will collect applications and establish its review process for prioritizing nominations. Once the applicant has completed their portion of the application package, the applicant will forward the package to their supervisor. The supervisor will then complete the supervisor assessment and endorsement and include with the application package. Employees with disabilities 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. Using Table B12 table to monitor

#### B. Career Development Opportunities

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

See **Part I.1** – addressing GS-12, GS-15 and SES career ladder strategies enhancing employee developmental opportunities. USDA responsible for all aspects of SES program administration, selections and placements.

2. Please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.
- None due this reporting cycle.
  - Collection begins with the FY 2019 MD-715 report, which is due on February 28, 2019.

Means are being developed to monitor and report this information, which is readily available to line officers and management officials through official request to the WO HRM DMAT.

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.
- |                      |     |             |
|----------------------|-----|-------------|
| a. Applicants (PWTD) | Yes | No <b>X</b> |
| b. Selections (PWTD) | Yes | No <b>X</b> |

Means are being developed to monitor and reporting this information, which is readily available to line officers and management officials through official request to the WO HRM DMAT.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.
- |                      |     |             |
|----------------------|-----|-------------|
| a. Applicants (PWTD) | Yes | <b>No X</b> |
| b. Selections (PWTD) | Yes | <b>No X</b> |

**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 time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.
- |                                         |              |             |
|-----------------------------------------|--------------|-------------|
| a. Awards, Bonuses, & Incentives (PWD)  | Yes          | <b>No X</b> |
| b. Awards, Bonuses, & Incentives (PWTD) | <b>Yes X</b> | No          |

The PWD inclusion rate was 52.46% compared to PWTD rate which is 69.66%

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  | Yes | <b>No X</b> |
| b. Pay Increases PWTD | Yes | <b>No X</b> |

The PWTD inclusion rate was 1.47%; the PWTD inclusion rate was 3.50%  
 The PWD inclusion rate was 2.02%; the PWD inclusion rate was 2.44%

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  | <b>Yes X</b> | No |
| b. Other Types of Recognition PWTD | <b>Yes X</b> | No |

Routinely, the Chief, Regional Foresters and Station Directors (National Leadership Council) reward employees through Honor Awards. Likewise, local line officers, managers, supervisors issue performance awards, and staff recommend “Spot Awards” (cash) or time-off awards.

**D. Promotions**

SES: The USDA is responsible all aspects of SES program administration, selections, conversions and placements. However, the FS monitors conversions from career appointments to SES and career appointments for both PWD and PWTD.

PWD and PWTD were not chosen for advanced positions at their representative rate for GS13 – 15.

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.

- |                                      |              |             |  |
|--------------------------------------|--------------|-------------|--|
| a. SES*                              |              |             |  |
| i. Qualified Internal Applicants PWD | Yes          | <b>No X</b> |  |
| ii. Internal Selections PWD          | <b>Yes X</b> | No          |  |
| b. Grade GS-15                       |              |             |  |
| i. Qualified Internal Applicants PWD | Yes          | <b>No X</b> |  |
| ii. Internal Selections PWD          | <b>Yes X</b> | No          |  |
| c. Grade GS-14                       |              |             |  |
| i. Qualified Internal Applicants PWD | Yes          | <b>No X</b> |  |
| ii. Internal Selections PWD          | <b>Yes X</b> | No          |  |
| d. Grade GS-13                       |              |             |  |
| i. Qualified Internal Applicants PWD | Yes          | No X        |  |
| ii. Internal Selections (PWD)        | <b>Yes X</b> | No          |  |

\*- The USDA is responsible all aspects of SES selections and placements. USDA, not the FS, hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

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.

- |                                         |     |             |  |
|-----------------------------------------|-----|-------------|--|
| a. SES*                                 |     |             |  |
| i. Qualified Internal Applicants PWTD   | Yes | <b>No X</b> |  |
| ii. Internal Selections PWTD            | Yes | <b>No X</b> |  |
| b. Grade GS-15                          |     |             |  |
| iii. Qualified Internal Applicants PWTD | Yes | <b>No X</b> |  |
| iv. Internal Selections PWTD            | Yes | <b>No X</b> |  |
| c. Grade GS-14                          |     |             |  |
| v. Qualified Internal Applicants PWTD   | Yes | <b>No X</b> |  |
| vi. Internal Selections PWTD            | Yes | <b>No X</b> |  |
| d. Grade GS-13                          |     |             |  |
| vii. Qualified Internal Applicants PWTD | Yes | <b>No X</b> |  |
| viii. Internal Selections PWTD          | Yes | <b>No X</b> |  |

\*- The USDA is responsible all aspects of SES selections and placements. USDA, not the FS, hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

3. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.
- |                           |     |             |
|---------------------------|-----|-------------|
| a. New Hires to SES* PWD  | Yes | <b>No X</b> |
| b. New Hires to GS-15 PWD | Yes | <b>No X</b> |
| c. New Hires to GS-14 PWD | Yes | <b>No X</b> |
| d. New Hires to GS-13 PWD | Yes | <b>No X</b> |

\*- The USDA is responsible all aspects of SES selections and placements. USDA, not the FS, hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

4. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.
- |                            |              |    |
|----------------------------|--------------|----|
| a. New Hires to SES* PWTD  | <b>Yes X</b> | No |
| b. New Hires to GS-15 PWTD | <b>Yes X</b> | No |
| c. New Hires to GS-14 PWTD | <b>Yes X</b> | No |
| d. New Hires to GS-13 PWTD | <b>Yes X</b> | No |

\*- The USDA is responsible all aspects of SES selections and placements. USDA, not the FS, hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

5. Does your Agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees. If “yes”, describe the trigger(s) in text box.
- Executives:\*
- |                                      |     |             |
|--------------------------------------|-----|-------------|
| i. Qualified Internal Applicants PWD | Yes | <b>No X</b> |
| ii. Internal Selections PWD          | Yes | <b>No X</b> |
- Managers:
- |                                      |     |             |
|--------------------------------------|-----|-------------|
| i. Qualified Internal Applicants PWD | Yes | <b>No X</b> |
| ii. Internal Selections PWD          | Yes | <b>No X</b> |
- Supervisors
- |                                      |     |             |
|--------------------------------------|-----|-------------|
| i. Qualified Internal Applicants PWD | Yes | <b>No X</b> |
| ii. Internal Selections PWD          | Yes | <b>No X</b> |

\*- The USDA is responsible all aspects of SES selections and placements. USDA, not the FS, hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

6. Does your Agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.
- Executives:\*
- |                                       |     |             |
|---------------------------------------|-----|-------------|
| i. Qualified Internal Applicants PWTD | Yes | <b>No X</b> |
|---------------------------------------|-----|-------------|

Managers:	ii. Internal Selections PWTD	Yes	<b>No X</b>
	i. Qualified Internal Applicants PWTD	Yes	<b>No X</b>
	ii. Internal Selections PWTD	Yes	<b>No X</b>
Supervisors:			
	i. Qualified Internal Applicants PWTD	Yes	<b>No X</b>
	ii. Internal Selections PWTD	Yes	<b>No X</b>

\*- The USDA is responsible all aspects of SES selections and placements. USDA, not the FS, hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

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.

a. New Hires for Executives* PWD	Yes	<b>No X</b>
b. New Hires for Managers PWD	Yes	<b>No X</b>
c. New Hires for Supervisors PWD	Yes	<b>No X</b>

\*- The USDA is responsible all aspects of SES selections and placements. USDA, not the FS, hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

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.

a. New Hires for Executives* PWTD	Yes	<b>No X</b>
b. New Hires for Managers PWTD	Yes	<b>No X</b>
c. New Hires for Supervisors PWTD	Yes	<b>No X</b>

\*- The USDA is responsible all aspects of SES selections and placements. USDA not the FS hires SES employees. However, FS monitors conversions from career appointments to SES and career appointments for both PWTD and PWD.

The FS is developing reports to track and monitor this information because the present tables do not.

## Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for PWD, 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 PAS.

### 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 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the Agency did not convert all eligible Schedule A employees.

Yes                      **No X**

FS is developing report to track and monitor this information. FS leaders may noncompetitively convert to the competitive service an employee who has completed two or more years of satisfactory service on a non-temporary Schedule A appointment. FS encourages leaders/managers/supervisors to convert Schedule A employees. The conversion must be at the same grade level and a separate action processed for a career ladder promotion (if applicable). However, there is no requirement to convert the employee whom may remain under a Schedule A appointment.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of PWDs? If “yes”, describe the trigger below.
- |                                |              |    |
|--------------------------------|--------------|----|
| a. Voluntary Separations PWD   | <b>Yes X</b> | No |
| b. Involuntary Separations PWD | <b>Yes X</b> | No |

Voluntary Separations: The inclusion rate for PWD is 1.03% compared to 0.29% for PWTD  
Involuntary Separation: The inclusion rate for PWD is 10.32% compared to 7.39% for PWTD

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of PWTD? If “yes”, describe the trigger below.
- |                                 |              |    |
|---------------------------------|--------------|----|
| a. Voluntary Separations PWTD   | <b>Yes X</b> | No |
| b. Involuntary Separations PWTD | <b>Yes X</b> | No |

Voluntary Separations: PWTD Inclusion: 9.48% compared to 7.56% for PWTD  
Involuntary Separation: PWTD Inclusion: 0.44% compared to 0.34% for PWTD

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.

Refer to **Part I.2**. Current Exit Interview Survey does not collect PWD or PWTD information. FS continues to improve the EI survey form and FY19 plans to do this are presented Part I.2. The FS is developing report to track and monitor this information.

## B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 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.

The FS public website at <https://www.fs.fed.us> contains a link to the USDA Accessibility Statement addressing rights under Section 508: plus a link to the Nondiscrimination Statement instructions on how to file a complaint. FS FY 2018 Facility Accessibility Survey Results is available in Appendices C17.

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.

The FS public website at <https://www.fs.fed.us/recreation/programs/accessibility/> contains a section titled Accessibility Laws, Regulations, Policies and Guidelines. This section contains additional links to rights under ABA, ABAAS, Section 504, 508, and ADA Title V Section 508c: plus a link to the nondiscrimination statement/instructions on how to file a complaint.

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.

The FS continues administration of USDA Regulations 7 CFR Parts 15a through 15e, 7CFR Part 15.4(a)(1), and FS Manuals 1300, 6100, and 6600, and FS Handbooks 1709.11; 2709.11; and 7309.11 to ensure Agency plans and practices implemented and monitored FY18-FY19 improve accessibility of Agency program information, facilities, and/or technology. Example 1: Updates to the USDA FS policy to ensure effective telecommunication system is in place and in use for applicants and beneficiaries. Example 2: Issuance of accessible and effective communications resources to guarantee electronic and information technology compliance in accordance with Section 508 of the Rehabilitation Act of 1973. Example 3: the USDA FS-wide Facility Accessibility Survey and Program Results indicate the Agency' Recreation Site Maintenance and Capital Improvement Funding Program continues to focus on rehabilitation and/or replacement of facilities which are outdated and not in compliance with current accessibility guidelines. FY18-FY19 projects represent the improvements which are being made to administrative facilities, and recreation sites across the Agency to ensure that opportunities are available to PWDs. FY 2018 Facility Accessibility Survey Results are available in Appendices C17.

### 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 MD-715 report score for FY18 period (10/1/2017 to 9/30/2018), is 86.20% or 87%, or <-3.8% below the required 90% of RA requests to be processed within the 30 day timeframe. However, the FS exceeded the 90% cases processed timely goal, during the 4<sup>th</sup> quarter FY 2018, with 91%.

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.

- RA procedures/policy posted, with addendum developed regarding provision of PAS.
- The Agency continues to display its [508 Accessibility Information](#) link on its front page (intranet/internet CR and FS), with links included to pages on "Understanding Disabilities", Awareness, Education and Training, FAQ's, Web, Procurement, and Legal.

### D. Personal Assistance Services Allowing Employees to Participate in the Workplace

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide 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.

Through periodic training and resources posted on its Intranet website, the FS continues to enhance the quality of its customer service by continually educating employees, managers, and supervisors. Refer to **Part H.2.** – advocates education and training of Disability Employment Program Managers, supervisors, managers, and employees regarding building RA and PAS administration competencies.



## Section VI: EEO Complaint and Findings Data

### A. EEO Harassment Complaint Data

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?

Yes **X**          No          N/A

The FS is developing reports to track and monitor this information because the present tables do not.

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?

Yes          **No X**          N/A

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.

N/A – No finding of discrimination based on disability

### B. EEO Reasonable Accommodation Complaint Data

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?

Yes **X**          No          N/A

The FS is developing reports to track and monitor this information because the present tables do not.

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

Yes          **No X**          N/A

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

N/A - No findings of discrimination based on disability.

## 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?

Yes **X**          No

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

Yes X

No

N/A

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

<b>Trigger 1</b>	The PWDs grade level representation in GS-01 to GS-10 is 7.73%, and in GS-11 to SES, 6.99%: both below the 12% standard.			
<b>Barrier(s)</b>	Entry and journeymen level positions lack PWD workforce representation when compared to CLF.			
<b>Objective(s)</b>	Increase workforce participation rates for PWD			
<b>Responsible Officials</b>		<b>Performance Standards Address the Plan?</b>		
Forest Service Leadership, CR, and HRM Directors		No		
<b>Barrier Analysis Process Completed?</b>		<b>Barriers Identified?</b>		
A statistical analysis was conducted for workforce participation of MD-715 tables A1, A3-1, A4, B1, B3-1, B4		Yes		
<b>Sources of Data</b>	<b>Sources Reviewed?</b>	<b>Identify Information Collected</b>		
Workforce Data Tables	Yes	MD-715 A and B tables, Promotions, Awards, Separations		
Complaint Data (Trends)	Yes	462 and No Fear reports		
Grievance Data (Trends)				
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)				
Climate Assessment Survey (e.g., FEVS)	Yes	FEVS and Unit Surveys		
EI Data	Yes			
Focus Groups				
Interviews				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		EEO Compliance Reviews		
<b>Target Date</b>		<b>Planned Activities</b>	<b>Sufficient Staffing &amp; Funding</b>	
09/30/2018	Increase the use of alternative hiring authority	Yes	<b>Modified Date</b>	<b>Completion Date</b>
09/30/2018	HRM and WEPO will work and collaborate with CR managers regarding recruitment and hiring initiatives, workforce and succession planning and serve on the FS Human Capital Planning Workforce Group.	Yes	09/30/2019	
09/30/2018	CR, HRM and WEPO will collaborate to make better use of applicant flow data in developing actionable strategies for improving diversity, outreach and recruitment.	Yes	09/30/2019	

09/30/2018	CR will collaborate with HRM/WEPO to identify areas for improving diversity and develop tools for hiring managers to utilize a targeted outreach plan.	Yes	09/30/2019	
9/30/2018	Further educate and motivate candidates with potential Schedule A eligibility to pursue Certification through the DEPM training tool by which CR Outreach Staff, National Recruitment Team, and Partnership Organizations managing FS-collaborative internship can communicate this information to potential candidates.	Yes	09/30/2019	
9/30/2018	DEPM will develop a training tool supporting voluntary reporting of all disability statuses.	Yes	09/30/2019	
9/30/2018	Continued use of Supplemental Diversity Survey to anonymously obtain more candid, complete snapshots of overall workforce diversity data, including otherwise non-visible or obvious disability statuses (veteran disability ratings, and civilian PWTD/PWD severe health conditions), other RNO/ERI, LGBT, and gender data. Information used for educational, awareness, and sensitivity purposes, and potential alternative or supplemental EEOC reporting purposes.	Yes	09/30/2019	
<b>Fiscal Year</b>	<b>Accomplishments</b>		09/30/2019	
2018	DEPM developed a training tool for the CR outreach staff, National Recruitment Team, and Partnership Organizations managing FS-collaborative internship programs. The tool presented and clarified the Schedule A Certification process and the noncompetitive eligibility process as a strategy for alerting recruiters and selecting officials of applicant disability diversity.			
2018	The tool helped clarify disability data Agencies ask veterans and non-veterans to voluntarily provide “for statistical reporting purposes”.			
2015-2018	Continued use of the Supplemental Diversity Survey as a simple, quick tool to anonymously obtain more candid, complete snapshots of overall workforce diversity data, including otherwise non-visible or obvious disability statuses (veteran disability ratings, and civilian PWTD/PWD /severe health conditions), and other RNO/ERI, LGBT, and gender data. Information is used for educational, awareness, and sensitivity purposes, and potential alternative or supplemental EEOC reporting purposes.			
2018	CR is developing a reporting template to track Schedule A conversions.			

1. Please explain the factors that prevented the Agency from timely completing any of the planned activities.

N/A

2. For the completed planned activities describe the actual activity impact toward eliminating the barrier(s).

During the first quarter FY 2018, DEPM developed training tools to update on Schedule A Certification. A separate training educated interns, applicants, new hires, and continuing employees (veterans and non-

veterans) concerning the value of reporting disability status as employees if their status would changes occur. Both tools were tested during FY 2018.

Supplemental Diversity Survey (SDS) questions were included in Civil Rights EEO FY 2018 Compliance Reviews. During the first quarter of FY 2018, additional questions were added to establish which reported disability data was new and which was previously unreported. In the past three fiscal years, the SDS questionnaire was presented to five out of 16 reporting units, with a 37% response rate, 10 % PWTD, 20% PWD. Veterans reported “30% or more disabled rating”.

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

N/A

<b>Trigger 2</b>	PWD are separating at rates exceeding their permanent workforce participation rates	
<b>Barrier</b>	The Agency lacks the ability to analyze PWD Exit Interview Survey data: Exit Interviews are conducted by supervisors and data are not reported/collected in any national way to identify trends. (Refer to <b>Part I.2.</b> related action FY18-FY19)	
<b>Objective</b>	Retain diverse highly-qualified employees by increasing cultural competencies.	
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan?</b>
Forest Service Leadership, WEPO, CR and HRM Directors		No
<b>Barrier Analysis Process Completed?</b>		<b>Barriers Identified?</b>
No		Yes
<b>Sources of Data</b>	<b>Sources Reviewed?</b>	<b>Identify Information Collected</b>
<b>Workforce Data Tables</b>	Yes	MD-715 B Tables, Promotions, Awards, Separations
<b>Complaint Data</b>	Yes	462 and No Fear Reports
<b>Grievance Data</b>		
<b>Decisions Findings</b>		
Climate Assessment Survey: FEVS	Yes	FEVS and Unit Surveys
EI Survey Data	Yes	
Focus Groups		
Interviews		
Reports		
Other		EEO Compliance Reviews

New Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
09/30/2019	HRM and CR edit the EI Report to capture PWD and PWTD	Yes	09/30/2018	
09/30/2019	Presents reports highlighting PWD and PWTD trends to agency leadership quarterly. DEPM provided quarterly reports of national data and trend analysis for PWD and PWTD to include reasonable accommodation to Agency leadership and Civil Rights directors in the field.	Yes	09/30/2018	
09/30/2019	Develop and deploy an anonymous supplemental diversity survey seeking employee disability status (confidential) data. Raised awareness, and attitudes toward inclusion, by continued use of Supplemental Diversity to anonymously obtain overall workforce diversity representation, including otherwise non-visible or obvious disability statuses (veteran disability ratings, and civilian PWTD/PWD/severe health conditions).		09/30/2018	
9/30/2019	Develop an employee training tool to clarify rationale and methods to obtain Schedule A Certification - To bring more visibility and embracing of disability diversity in workforce. The DEPM developed a training tool for presenting and clarifying how to obtain Schedule A Certification, if eligible, and emphasizing the option eligibility offers to encourage everyone to report their status.	Yes	09/30/2018	
9/30/2019	Develop a training tool to communicate agency rationale and benefits associated with employees providing their disability status; explaining the reasons the agency asks/requests all employees to voluntarily report their status and the possible impacts on Federal programs: hiring, promotion, and retention of person(s) with these conditions or experiences.	Yes	09/30/2018	
<b>Fiscal Year</b>	<b>Accomplishments</b>			
2018	DEPM plans to develop several CR training tools: 1. To present Schedule A Certification acquisition methods to employees. 2. To present how disability data benefits the organization.			
2018	Two employee training tools promoting the benefits of declaring Schedule A conditions were developed in FY 2018. Both tools will be tested/deployed during FY 2019. The goal of trainings was to reduce the number of unregistered Schedule A			

	employees, which will support a more accurate representation of the FS workforce – PWD/PWTD representation.
2015 - 2018	During the past three fiscal years, the SDS questionnaire was presented to all employees in five of 16 reporting units with a 37% response rate. PWTD Representation rates was approximately 10%. The SDS Data was used to do what ?

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

No Service-wide “Supplemental Diversity Survey” (SDS) was conducted in FY 2018. This project was placed on hold for the following reasons:

- The FS deferred to an EEOC promoted initiative for Agencies to conduct “Resurvey” on record using the same SF-256 approach, despite it was thought that employees had underreported their disability statuses 50-75% for the past 44 years.
- Ultimately, the EEOC initiative was not conducted.
- It was thought an anonymous SDS survey push/initiative would not get the expected response rate.
- Agency’s National Disability Special Emphasis Program Manager kept reviewing the plan with agency leadership, with no conclusive action plan chosen in FY 2018. Explored options: included in WO/CR EEO Compliance Review Report, promote as a follow-up initiative FY 2019.
- Periodic check-in with field representatives suggested such a “SDS” anonymous survey push, as envisioned, would not likely generate the desired response rate or data, because employees have, of recent, been bombarded by survey requests so pursuing it further was not on indefinite hold.
- Agency’s National Disability Special Emphasis Program Manager continued reviewing the plan with agency leadership with no final decisions in FY 2018.
- DEPM has continued exploring versions of the idea as an option with Agency Region, Station, and the Area State and Private Forestry leadership, as opportunities present themselves. Latest example is including suggestion of this as part of recommendations provided R9 Leadership that were to be included in the FY 2019 Civil Rights’ EEO Compliance Review Report. Suggestion was consider promoting this as a follow up initiative, should Agency follow through in accomplishing proposed activities for accomplishing further Region-wide PWTD/PWD engagement.

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

Two employee training tools promoting the benefits of declaring Schedule A conditions were developed in FY 2018. Both tools will be tested/deployed during FY 2019.

New Supplemental Diversity Survey items were added, but have not been approved via a Civil Rights EEO Compliance Review, which are scheduled for FY 2019. The purpose of the SDS was to establish the degree that employee Schedule A disability data is recorded accurately and how many “new or not previously reported” Schedule A employees are presently in the work force.

During the past three fiscal years, the SDS questionnaire was presented to all employees in five of 16 reporting units, with a 37% response rate. PWTD representation rates were approximately 10%. The total number of anonymous reports received from five units exceeded the total reported from all 16 units Agency-wide. The total PWD reporting rate averaged nearly 20%, when compared to the 7% actual reports on record. Veterans responses indicated a “30% disability rate”, exceeding all present Agency rates on record. The impact of this report is difficult to estimate.

The Survey results suggest the “total Schedule A employed counts” are a more accurate measure for crediting the degree to which the Agency supports employment of eligible Schedule A candidates”, than the traditional “total employees hired under Schedule A” counts.

3. 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.

Refer to **Part I.1.** - Regarding Civil Rights, HRM and WEPO FY19 action conducting Hispanic, Women, Asian, and PWD barrier analyses focusing on GS-13, 14, 15-levels and SES feeder pools: seeking recommendations and milestones. The FS is considering and implementing actions/activities to eliminate barriers to hiring, advancement, and retention of PWD and PWTD. 1) FS will conduct Barrier Analysis FY19, 2) Encourage 10-year FS employees to update the online form SF-256, to capture present disabilities. 3) The USDA Target Center is routinely consulted and utilized by management officials and employees, including guidance on applicable assistive technology unit which provides technology assessments, assistive technology hardware and software, alternative format products, and adaptive technology. 4) FS plans to implement a series of Diversity Days events where triggers, barriers and success stories regarding PWD are discussed and presented to employees and supervisors. 5) FS Disability Specialist, DEPM and employee participation in the White House Disability teleconferences. 6) Engagement of agency senior officials, HR, Hiring Officials and DEP members to explore strategies which can promote hiring of PWTD. 7) Job announcements disseminated to disability organizations and groups. 8) FS Disability Specialist and DEPM-Hosting quarterly teleconferences with other National SEPMs in the agency to share ideas, concerns, and best practices. 9) Coordination with other federal agency DEPMs to share information and coordination efforts.

## LIST OF APPENDICES

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C2:	EEO Policy Statement	Tab 2
C3:	Strategic Plan	Tab 3
C4:	Anti-Harassment Policy and Procedures	Tab 4
C5:	Reasonable Accommodation Procedures	Tab 5
C6:	Personal Assistance Services Procedures	Tab 6
C7:	Alternative Dispute Resolution Procedures	Tab 7
C8:	Federal Equal Opportunity Recruitment Program Report (FEORP)	Tab 8
C9:	Disabled Veterans Affirmative Action Program (DVAAP) Report	Tab 9
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## ACRONYMS

ADR	Alternative Dispute Resolution	MD	Management Directive
AI/AN	American Indian/Alaska Native	MLP	Middle Leader Program
AJC	American Job Center	LGBT	Lesbian, Gay, Bisexual and Transgender
AMC	Administrative Management Council	MWSI	Multicultural Workforce Strategic Initiatives
ASC	Albuquerque Service Center	NET	National Employment Team
CIO	Chief Information Officer	NFC	National Finance Center
CLF	Civilian Labor Force	NFFE	National Federation of Federal Employees
CMP	Conflict Management and Prevention	NLC	National Leadership Council
CR	Civil Rights	NNEO	National New Employee Orientation
CRIA	Civil Rights Impact Analysis	NH/OPI	Native Hawaiian/Other Pacific Islander
CTAR	Cultural Transformation Accountability Report	NTAN	National Talent Acquisition Network
EEO	Equal Employment Opportunity	OAC	Office of Advocacy and Compliance
DEPM	Disability Employment Program Manager	OPM	Office of Personnel Management
DPM	Disability Program Manager	OWF	Operation Warfighter
DVAAP	Disabled Veterans Affirmative Action Program	PWD	Persons with Disabilities
E&LR	Employment and Labor Relations	PWTD	Persons with Targeted Disabilities
EEOC	Equal Employment Opportunity Commission	RNO/ERI	Race National Origin/ Ethnicity and Race Indicator
EI	Exit Interview	ROI	Report of Investigation
EN	Employment Networks	RSA	Regions, Stations, Area
FCIP	Federal Career Intern Program	RSNOD	Race, Sex, National Origin, and Disability
FS	Forest Service	SDS	Supplemental Diversity Survey
HCP	Human Capital Planning	SEP	Special Emphasis Program
HRM	Human Resources Management	SEPM	Special Emphasis Program Manager
IEP	Individual Educational Plans	SLP	Senior Leadership Program
IITF	International Institute of Tropical Forestry	USDA	United States Department of Agriculture
LGBT	Lesbian, Bisexual, Gay, Transgender	VR	Vocational Rehabilitation
MCO	Mission-Critical Occupation	WEPO	Work Environment Performance Office
		WO	Washington Office
		WRP	Workforce Recruitment Program