

# Veterinary Services (VS) Civil Rights Strategic Plan Fiscal Years (FY) 2002 - 2005

*“Leading by Example”*

## CIVIL RIGHTS VISION

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

## CIVIL RIGHTS MISSION

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

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

## CIVIL RIGHTS GOALS

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

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

### **Strategies for Achieving the Objective:**

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

- Establish a permanent Animal and Plant Health Inspection Service (APHIS) Outreach Coordinator position within VS;
- Conduct annual compliance review;
- VS unit directors will have responsibility for gathering, maintaining, and creating a report format for this information. This information will be gathered, and reports will be completed and presented to the VS National Civil Rights Leadership Committee (NCRLC) within 30 days of the end of each fiscal year. The first report due at the end of FY 2003:

**Outcome Measures:**

*Number of formal and informal program delivery complaints from 1998 to October 2001*

- Baseline FY 2001: Data is unavailable. Baseline data to be established beginning with report from VS unit directors in FY 2003;
- 3 Year target: To be established
- 10 Year target: To be established

*Number of program delivery outreach efforts to customers.*

- Baseline FY 2001: Data is unavailable. Baseline data to be established beginning with report from VS unit directors in FY 2003;
- 3 Year target: To be established
- 10 Year target: To be established

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

**Strategies for Achieving the Objective:**

- Review compliance with the Environmental Justice Act;
- Monitor environmental justice Title VI complaints against VS;
- Establish a liaison with responsible staff;
- VS managers and employees are educated and informed of environmental justice policy and issues;
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the NCRLC. This information will be gathered and reports will be completed 30 days prior to the end of each fiscal year. The first report due at the end of FY 2003.

**Outcome Measures:**

*Number of Title VI environmental justice complaints as of October 2001*

- Baseline FY 2001: No complaints;
- 3 Year target: No complaints;
- 10 Year target: No complaints

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

### **Strategies for Achieving the Objective:**

- VS units will strive to increase contracts with small, disadvantaged, women, and minority owned businesses, to meet the goals set in the FY 2002 Preference Program Goals Report;
- Conduct annual compliance review;
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the VS unit directors. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report due at the end of FY 2003.

### **Outcome Measures:**

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

- Baseline: To be established;
- 3 Year target: To be established;
- 10 Year target: To be established

**Objective 1.4:** VS will accommodate disabled employees in accordance with the policies and procedures set forth in Departmental Regulation DR 4300-8 and Departmental Manual DM 4300-2.

### **Strategies for Achieving the Objective:**

- Monitor number of complaints from disabled employees;
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the Civil Rights Enforcement and Compliance (CREC) staff. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report is due at the end of FY 2002.

### **Outcome Measures:**

*Number of accommodation complaints from disabled employees*

- Baseline FY 2001: 15;
- 3 Year target: 5 or fewer;
- 10 Year target: No complaints

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

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

### **Strategies for Achieving the Objective:**

- Increase outreach and recruitment contacts with colleges and universities with specific emphasis on historically black colleges and universities, Hispanic Association of Colleges and Universities, Land Grant Universities, and other culturally diverse institutions of higher learning;
- Participate in career fairs at colleges, universities, and communities;

- Involve Special Emphasis Program Managers (SEPM's), and other appropriate officials in the current process to ensure that diverse groups have access to job announcements and promotional opportunities in a timely manner;
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the VS unit directors. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report due at the end of FY 2003.

**Outcome Measures:**

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

- Baseline: See Tables 4 and 5 included in "Veterinary Services National Civil Rights Leadership Committee Annual Civil Rights Progress Report Oct. 2001;"
- 10 Year target: Reach parity with CLF in all job categories.

*Number of SEPM's trained.*

- Baseline: Currently, there are 17 SEPM's trained who are serving on EEO/CR committees within VS. This means that approximately 65 percent of SEPM's who serve on these committees are trained;
- 3 Year target: 100 percent trained;
- 10 Year target: 100 percent trained

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

**Strategies for Achieving the Objective:**

- Track progress toward goal of no hiring and promotion related complaints;
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the CREC staff. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report is due at the end of FY 2002.

**Outcome Measures:**

*CREC report*

*Number of employment complaints*

- Baseline: 17;
- 3 Year target: 25 percent reduction in complaints;
- 10 Year target: No complaints

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

**Strategies for Achieving the Objective:**

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

**Outcome Measures:**

To be determined

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

**Strategies for Achieving the Objective:**

- Criteria will be developed in accordance with new performance evaluation;
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the NCRLC. This information will be gathered and reports will be completed and presented to the NCRLC 120 days after the end of the calendar year 2002.

**Outcome Measures:**

To be determined

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

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

**Strategies for Achieving the Objective:**

- Educate employees about options for resolving disputes;
- Provide conflict management training for all employees;
- Track use of Conflict Prevention and Resolution (CPR) and Alternative Dispute Resolution (ADR) in resolving conflicts;
- Track percentage of employees that pursued ADR and achieved a resolution;
- Track percentage of employees that pursued ADR and progressed to formal mediation, formal grievance, or EEO complaint;
- Responsibility for gathering, maintaining, and creating a report format for this information for all of VS is delegated to the CPR Office. This information will be gathered and reports will be completed and presented to the NCRLC within 30 days of the end of each fiscal year. The first report is due at the end of FY 2002.

**Outcome Measures:**

To be determined