

SES PERFORMANCE PLAN, PROGRESS REVIEW AND APPRAISAL WORKSHEET

1. Name (Last, First, M.I.) Position Title	Pay Plan, Series, Grade	Agency/Division	<p style="text-align: center;">APPRAISAL PERIOD</p> <hr/> From 10-0+- To 09-30-98
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<p>2. PERFORMANCE ELEMENT No. 4 - Civil Rights - The executive provides leadership to develop and implement strategic plans for civil rights; enforces all civil rights laws, rules, regulations, and executive orders; ensures that sufficient resources are available, holds all managers and supervisors accountable for achieving measurable civil rights goals and objectives in all employment, program delivery, and procurement activities.</p>	<p style="text-align: center;"> <input type="checkbox"/> CRITICAL <input type="checkbox"/> NONCRITICAL </p>
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<p>3. STANDARD (Describe the level expected for "Fully Successful" performance. Include appropriate indicators of quality, quantity, cost efficiency, or timeliness, where applicable.) STANDARD MUST BE TAILORED FOR INDIVIDUAL POSITION.</p>
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- Incorporate the Civil Rights Action Team Implementation Plan into the agency or staff office strategic plan and annual operating plan developed in compliance with the Government Performance and Results Act. Factors related to quality, quantity, and timeliness will be met as described in the CRAT Implementation Plan.

- Implement and enforce all applicable policies, regulations, rules, memorandums, etc., developed as a result of the Civil Rights Action Team Report.

<p>4. ELEMENT RATING (At the end of the rating period, compare the employee's performance with standard and assign an element rating.)</p>	<p style="text-align: center;"> <input type="checkbox"/> EXCEEDS <input type="checkbox"/> FULLY SUCCESSFUL <input type="checkbox"/> DOES NOT MEET </p>
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ACCOMPLISHMENTS (For documentation instructions, see Handbook for SES Performance Appraisal Process.)

9/15/97

FY 1998 Civil Rights Action Team Implementation Plan

Accountability

By January 1, 1998, develop a strategic plan for civil rights.

Performance Measures

- Strategic plan is completed on time and includes measurable goals and objectives.
- Strategic plan conforms with applicable civil rights laws, Executive Orders, regulations and guidelines.
- Goals, objectives and key tasks in strategic plan cover all agency civil rights priorities which are specifically implemented through Affirmative Employment and Recruitment Program (AERP) Plans, civil rights program delivery plans, Small Disadvantaged Business Utilization Plans, etc.
- Strategic plans identify sufficient resources required to achieve agency goals and objectives.

By February 1, 1998, amend performance standards to rate Senior Executives, AGENCY OTHER KEY OFFICIALS on their achievements in meeting the goals and objectives established in the civil rights strategic plan.

Performance Measures

- Performance standards include measurable goals and objectives, and specifically address quality, quantity, timeliness, and other factors that will be used to measure actual achievements.
- Performance ratings reflect actual results achieved.

By November 1, 1997, implement and enforce USDA's policy on reprisal and take appropriate disciplinary action against employees who discriminate or abuse their authority.

Performance Measures

- Allegations of reprisals and abuses of authority by employees and customers are handled in accordance with USDA's reprisal policy.
- Appropriate disciplinary actions are taken when employees are found guilty of discrimination.

Program Delivery

By January 1, 1998, develop and begin implementing a comprehensive civil rights compliance program.

Performance Measures

- Applicability of civil rights laws, Executive Orders, regulations, and guidelines are identified for all AGENCY programs.
- Implementing regulations, procedures, and processes (including compliance schedules) and quality control measures are developed.
- Scheduled compliance reviews are conducted and compliance review reports are completed.
- Effective preventive and corrective measures are implemented.

By January 1, 1998, develop and begin implementing results-oriented civil rights program delivery plans.

Performance Measures

- Plans are developed on time and in accordance with applicable DOJ and USDA guidelines.
- Plans address critical civil rights issues in outreach and program delivery, including environmental justice, and enforcement of Title VI, Title IX, the Equal Credit Opportunity Act, Section 504 of the Rehabilitation Act, and other applicable civil rights laws.
- Plans address review of legislation and program regulations for civil rights impact.
- Goals, objectives, special initiatives and actions to increase program delivery to historically under served groups are identified, implemented, monitored, and evaluated.
- Agency outreach coordinators and representatives to state and national outreach councils are appointed in a timely fashion.
- Compliance review findings, complaint findings, resolutions and settlement agreements are implemented on time and used as a basis for program improvements.
- Baseline data and targets for increased program participation by under-served groups are established and monitored.
- Communications and technical assistance services are increased to under-served, diverse, and special needs customers.

Immediately comply with USDA program discrimination complaint and National Appeals Division (NAD) procedures.

Performance Measures

- Program complaints are processed in accordance with USDA policies.
- Customers are made aware of program discrimination complaint procedures.

Support the Secretary's position and upon passage implement all relevant legislation to improve delivery of programs and services.

Performance Measures

- Program participation rates are increased for traditionally under served groups.
- Legislation is implemented in accordance with identified time lines.

By January 1, 1998, develop and implement actions to expand the use of cooperative agreements with community based organizations (CBO's) and minority serving institutions. Appoint agency coordinators to assure that the needs of the socially disadvantaged are identified and given priority.

Performance Measures

- AGENCY coordinator is appointed within time frame.
- Programmatic actions are taken to implement new initiatives under cooperative agreements.
- Baselines and targets for increases in agreements and resources are established.
- Tracking system is maintained to ensure effective monitoring.

By January 1, 1998, enforce Executive Order 12898 on Environmental Justice.

Performance Measures

- Procedures are established to identify, evaluate and mitigate, where needed, disproportionate and adverse effects of proposed legislation, regulations, and practices on minority and/or low income farmers, farm workers, rural communities and tribal lands.
- Assessment of environmental justice impacts are included in environmental impact statements for proposed regulations and legislation.
- Appropriate agency personnel are trained on environmental justice
- Outreach conducted to educate communities and customers.

Workforce Diversity

By January 1, 1998, develop and begin full implementation of a results-oriented Affirmative Employment and Recruitment Program Plan.

Performance Measures

- AGENCY AERP complies with appropriate guidance and is developed within time frame.
- Action steps to eliminate factors in outreach, recruitment, selection, promotion, career development, etc that contribute to under representation of targeted groups are implemented and reported in a timely manner.
- Progress is made in diversifying internal and external applicant pools where targeted groups are under represented.
- Progress is made towards eliminating under representation.

By January 1, 1998, comply with all EEOC and USDA formal and informal employment complaint procedures.

Performance Measures

- Agency complaints are processed in accordance with USDA procedures and time lines.
- An increased percentage of complaints are resolved at an earlier stage.
- Settlement agreements and decisions are implemented in a timely manner.

By January 1, 1998, implement USDA's conflict management policy.

Performance Measures

- Conflict management skills of managers are improved.
- The number of formal and informal complaints is decreased.
- Baseline is established at FY 1997 level of informal and formal complaints.
- Target is established for reduction of formal and informal complaints.

Effective October 1, 1997, implement the applicable items in the Secretary's workforce diversity plan for political appointees.

Performance Measures

- All AGENCY political appointees are trained on managing diversity.
- Accountability is established for political appointees to eliminate under representation within career ranks.

Resources and Structure

By September 30, 1998, provide training to all employees.

Performance Measures

- All employees are trained in FY 1998.
- Employee and managerial understanding of EEO/Civil Rights laws and policies and awareness of the value and importance of cultural diversity is increased.
- Training is provided in accordance with the module developed by the Civil Rights Implementation Team.

By January 1, 1998, implement Departmental policies regarding organizational structure and functions of agency civil rights offices.

Performance Measures

- Civil rights director reports directly to the agency head.
- Civil rights director is delegated authority for civil rights enforcement, including authority to enforce complaint processing time frames and provision of related training.
- Agency civil rights program includes program planning, analysis, evaluation, compliance, and complaints management.

Procurement

By October 1, 1997, establish attainable FY 98 participation goals for small, disadvantaged, and women-owned small businesses.

Performance Measures

- The rate of small business participation reflects increases over the previous year's rate of participation.

By January 1, 1998, establish and begin implementing an effective procurement outreach plan.

Performance Measures

- Agency plans are developed on time.
- Increased rates of participation for targeted groups.
- Outreach plans are developed in coordination with the Office of Small and Disadvantaged Business Utilization (OSDBU).
- Baselines for participation are established for targeted groups at FY 97 level.
- Targets are established for increase over baseline.

Where required, ensure timely and effective compliance with all Federal subcontracting regulations.

Performance Measures

- Subcontracting plans are submitted in a timely manner and meet all Federal requirements.
- The agency complies with terms of the subcontracting plan.
- Substantial progress is made in meeting subcontracting goals.

By October 1, 1997, develop an acquisition forecast based on guidance provided by OSDBU and agency projected expenditures reflective of established goals.

Performance Measures

- Actual forecast projections are reflective of established goals.