



United States
Department of
Agriculture

January 1998

**Civil Rights
Implementation Team**

Transition Plan



Table of Contents

Agenda	1
Overheads	2
Follow-on Plan	3
List of Deliverables	4

Agenda
Mission Area Briefing
Civil Rights Implementation Team Transition

PURPOSE: To gain support for transitioning responsibility for CRAT/CRIT recommendations to the normal organizational structure in each agency.

PARTICIPANTS: Subcabinet Officers and Deputies, Agency Heads and Leadership Team, Agency Civil Rights Directors, Agency Human Resources Management Directors, Agency Procurement Directors, Agency Outreach Coordinators, Agency Public Affairs Directors, Acting Assistant Secretary for Administration and Acting Associate Assistant Secretary for Administration and staff, and appropriate Departmental Administration Directors.

Opening Statement

- continuing commitment to CR
- chronology leading to new phase
- goals for civil rights

Under/Assistant
Secretary

Where we go from here

- actions needed to institutionalize CRIT/CRAT
- what outreach means
- strategy coordination USDA-wide
- civil rights staffing
- significance of CR performance rating and Subcabinet role
- communications needs
- need for unified approach

Pearlie Reed, ASA

Transition to normal organizational structure

- Civil Rights Goals and Deliverables
- Clarification of Roles
- Monitoring and Accountability

Kathy Gugulis,
CRIT Team Leader

Office of Civil Rights

Lloyd Wright

Human Resource Management

Lee Bensey

Office of Outreach Sam Thornton

Office of Small and Disadvantaged
Business Utilization Sharon Harris

Communications Issues Kathy Gugulis

Questions and Answers

Closing Statement Under/Assistant
Secretaries

Adjourn



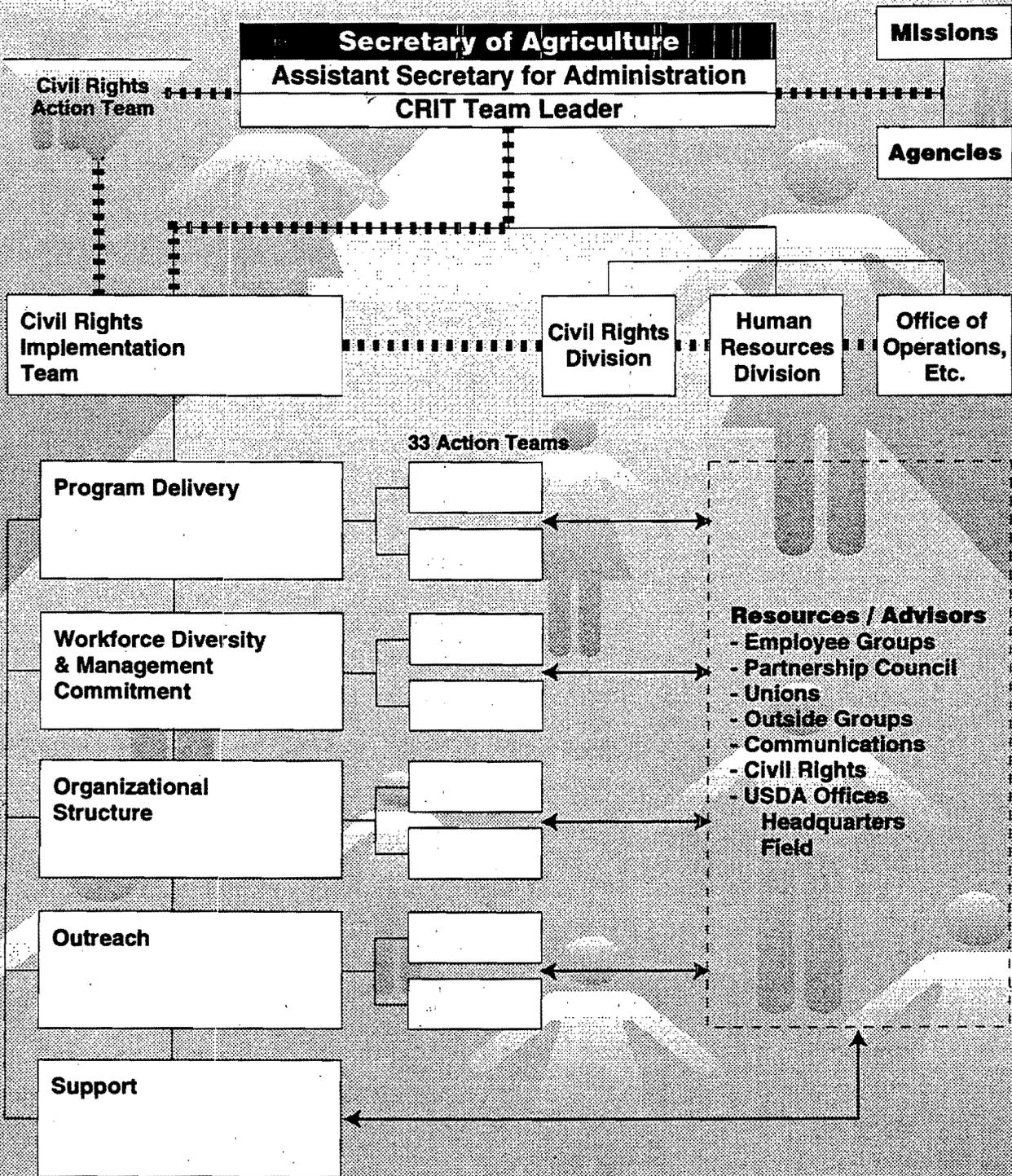
Civil Rights Implementation Team

Transition Plan Briefing

Purpose:

- **Update On CRAT/CRIT Progress.**
- **Discuss Transition When CRIT Sunsets.**
- **Gain Support For Full Implementation In Mission Areas.**
- **Talk About Next Steps.**

Implementation Process



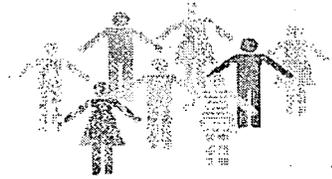


Civil Rights Implementation Team

Transition Plan Briefing

Introduction:

- **Civil Rights Is Secretary Glickman's Highest Priority.**
- **We Must Treat Every Employee and Every Customer Fairly and Equitably and With Dignity and Respect.**
- **We Need Your Help for USDA to Become The Federal Leader in Civil Rights.**

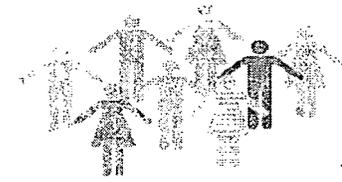


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Transition Plan Briefing

Introduction:

- **CRIT Has Implemented Most of the 92 Recommendations. The Team is Now Transitioning Work Where It Rightly Belongs.**
- **The Recommendations Must Be Institutionalized So They Become a Regular Part of Our Daily Business.**
- **We Have To Ensure That Nothing Falls Through The Cracks.**
- **Managers and Employees Across The Department Will Be Held Accountable For Civil Rights.**

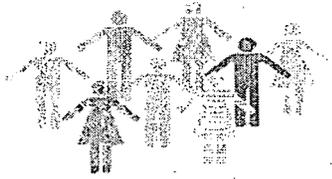


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Transition Plan Briefing

Chronology:

- **Phase I: December 1996 to February 1997**
CRAT - Vision, Goals, and Objectives.
- **Phase II: March 1997 to December 1997**
CRIT - Implementation Plan and Process.
- **Phase III: January 1998**
Full Implementation. Transition to Normal Organizational Structure.

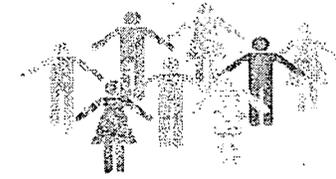


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Transition Plan Briefing

Highlights of Progress:

- **Standards of Performance for Agency Heads**
- **New Reprisal Policy**
- **New Foreclosure and Lending Policies**
- **Settling Discrimination Complaints**
- **New Office of Outreach**
- **Civil Rights Advocates on our Legal Team**
- **Civil Rights Offices Reorganized**

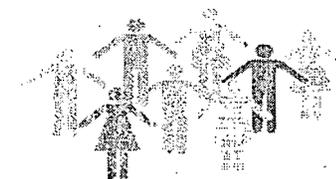


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Transition Plan Briefing

Five Civil Rights Strategic Goals:

- 1) **Accountability** -- Hold managers and supervisors accountable for ensuring that USDA customers and employees are treated fairly and equitably and with dignity and respect.
- 2) **Program Delivery** -- Ensure equal access and provide equal treatment in the delivery of USDA programs and services to all customers.
- 3) **Workforce Diversity** -- Eliminate under-representation in the workforce by recruiting and employing a highly skilled, competent, and diverse workforce, free of discrimination, reprisal, and sexual harassment.
- 4) **Resources** -- Provide sufficient human, fiscal, and organizational resources, and train all employees to institute a results-oriented civil rights program.
- 5) **Procurement** -- Ensure equal opportunity in procurement and contracting opportunities to minority, women-owned, and small and disadvantaged businesses.



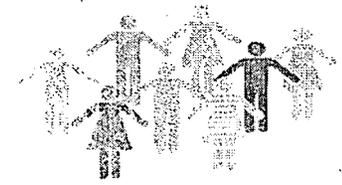
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Transition Plan Briefing

Key Deliverables

To Ensure That All USDA Customers and Employees Are Treated Fairly and Equitably and With Dignity and Respect.

- 1. Accountability - Hold Managers and Supervisors Accountable**
- 2. Program Delivery - Ensure Equal Access and Treatment to All Customers**
- 3. Workforce Diversity and Employment Practices**
- 4. Provide Resources - Human, Fiscal, and Organizational**
- 5. Procurement and Contracting - Provide Equal Opportunity**



Civil Rights Implementation Team

Key Deliverables for Civil Rights Goal

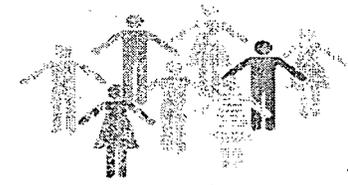
- 1. Accountability -- Hold Managers and Supervisors Accountable**
 - **Civil Rights Policy**
 - **Strategic Planning**
 - **Performance Standards**
 - **Reprisal Policy**
 - **Core Competencies**
 - **Oversight and Monitoring**
 - **Civil Rights Program Management and Assessment**



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Key Deliverables for Civil Rights Goal

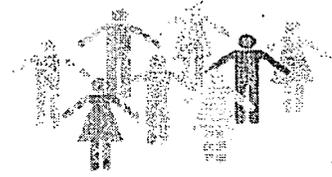
- 2. Program Delivery -- Ensure Equal Access and Treatment to All Customers**
 - **Office of Outreach**
 - Outreach Liaisons, Councils, and Plans**
 - **Conversion of County Employees**
 - **New Foreclosure Policy**
 - **Access to Credit**
 - **Civil Rights Compliance Reviews**
 - **Revised Complaint Procedures**
 - **Loan Application Process and Timeliness**
 - **Minority Farm Register**
 - **Small Farm Commission**
 - **Service Centers and Forms More Accessible**



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Key Deliverables for Civil Rights Goal

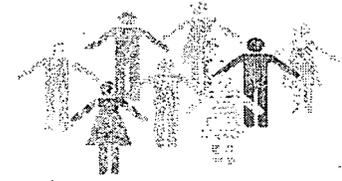
- 3. Workforce Diversity and Employment Practices**
 - **Affirmative Employment and Recruitment Plan**
 - **Employee Complaints Process**
 - **Civil Rights Diversity Training**
 - **Workforce Planning Policies**
 - **Workforce Diversity Plan for Political Employees--
Management Training**
 - **Multi-grade Positions**
 - **Exit Interviews**
 - **Workplace Satisfaction**
 - **Re-open SES CDP**
 - **Review SES Designations**
 - **Forest Service Surplus List**
 - **Forest Service Law Enforcement**
 - **Honor Awards**
 - **Conflict Management Unit**



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Key Deliverables for Civil Rights Goal

- 4. Provide Resources -- Human, Fiscal, and Organizational**
 - **Civil Rights Staff Reorganized and Strengthened**
 - **Civil Rights Program Plans**
 - **OGC Civil Rights Division**
 - **Established Office of Outreach**
 - **Conflict Management Unit**
 - **Human Resources Management Evaluation Staff**

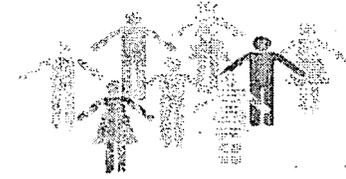


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Key Deliverables for Civil Rights Goal

5. Procurement and Contracting -- Provide Equal Opportunity

- **Include Goals for Small, Disadvantaged, Women, and Minority Owned Businesses in Strategic Plans**
- **Establish Business and Procurement Outreach Plans**
- **Realign OSDBU Under The ASA**



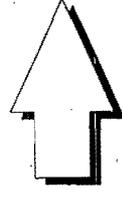
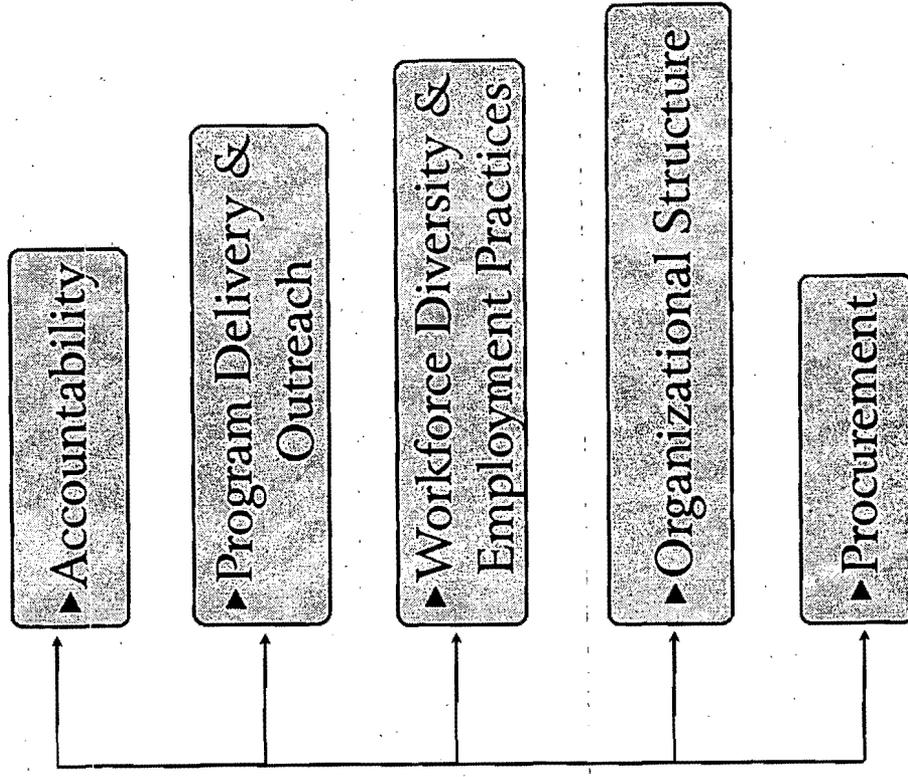
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Civil Rights Program Implementation

Performance Standards Linked To Strategic Goals

- **Accountability**
- **Program Delivery**
- **Workforce Diversity**
- **Organization and Structure**
- **Procurement**

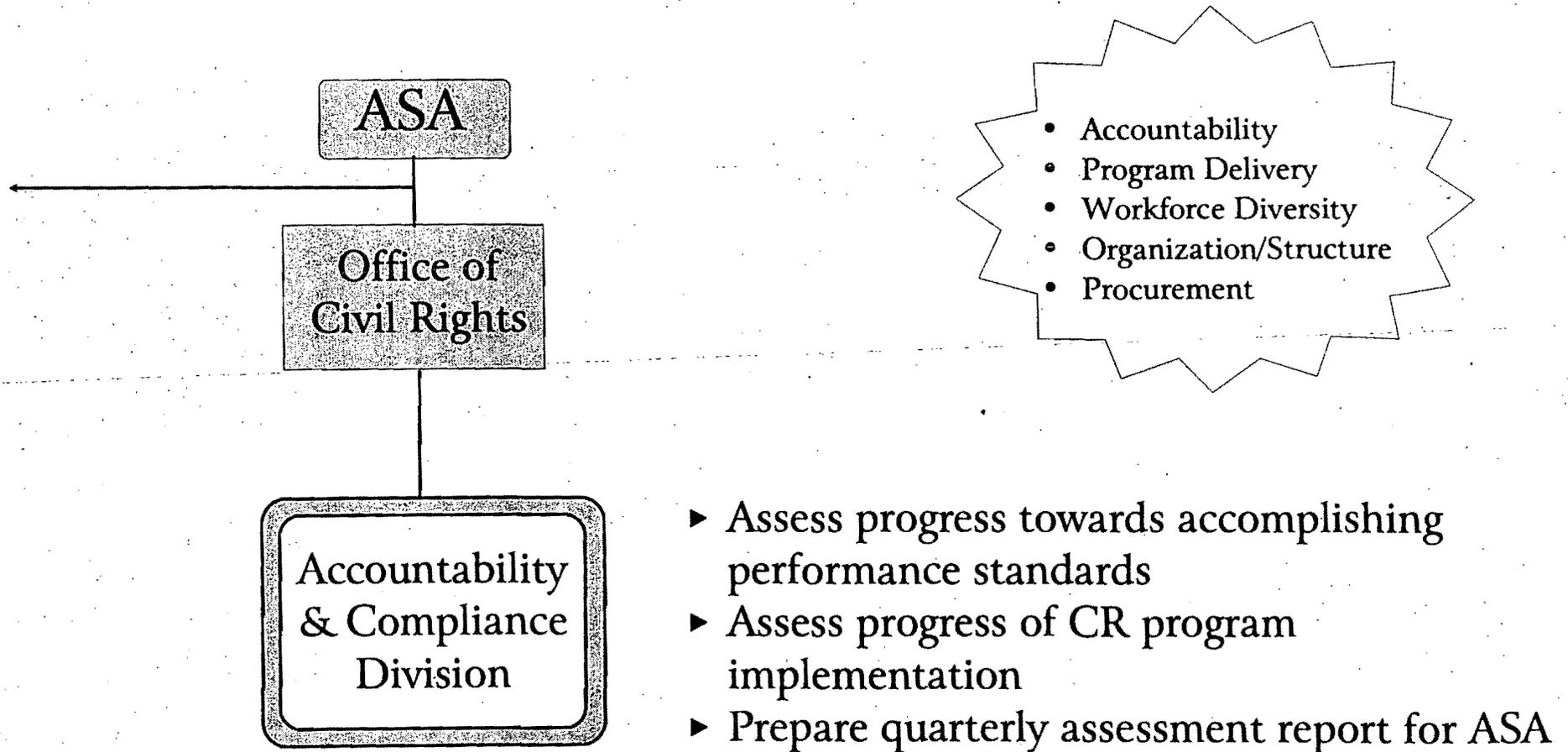
Civil Rights Program Implementation



Performance Standards

Civil Rights Program & Performance Standards Assessment

Civil Rights Accountability & Compliance Division



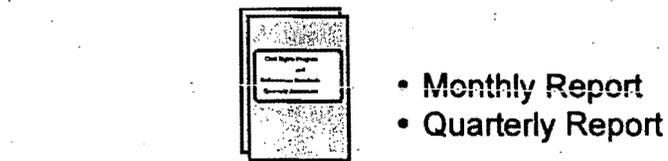
CIVIL RIGHTS PERFORMANCE STANDARDS ASSESSMENT

AGENCY _____

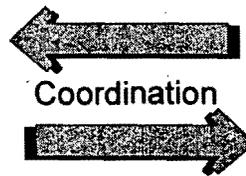
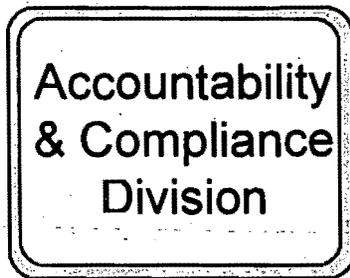
As Of _____

<i>Performance Standard</i>	<i>Assessment</i>			<i>Narrative</i>
	G	Y	R	
ACCOUNTABILITY				
Strategic Planning				
Performance Standards				
Reprisal Policy				
PROGRAM DELIVERY				
Civil Rights Compliance				
Civil Rights Program Delivery				
Program Complaint/NAD Procedures				
Improve Programs & Services				
Cooperative Agreements				
Envirnmental Justice				
Debt for Nature Program Policy (FSA & NRCS)				
EQIP Legislation (FSA&NRCS)				

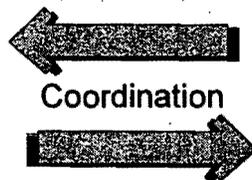
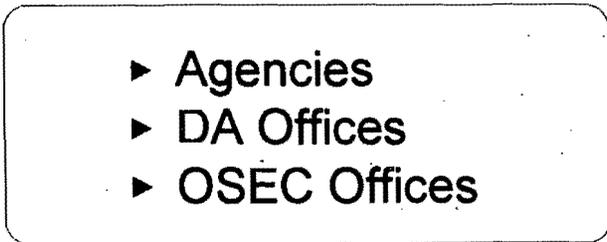
Civil Rights Program & Performance Standards Reporting



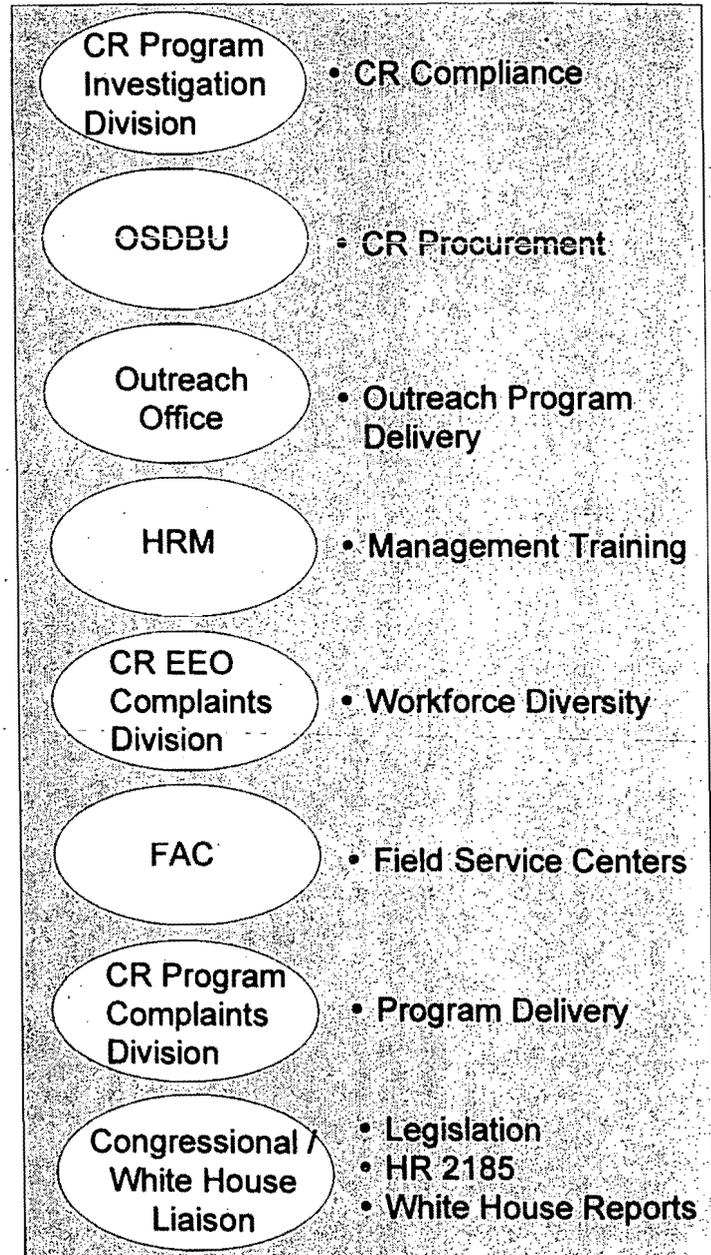
- Strategic Plans
- Performance Standards
- Reprisal Policy



- Performance Standards Assessment
- CR Program Schedule Update



Functional Responsibility



Civil Rights Performance Rating

Quarterly Assessment towards achieving CR Performance Standards

CIVIL RIGHTS PERFORMANCE STANDARDS ASSESSMENT		No. Of	
Performance Standards		Met	Not Met
ACCOUNTABILITY			
Strategic Planning			
PROCESSES			
Standards			
Reported Policy			
PROGRAM DELIVERY			
CR Complaints			
CR Program			
Efficiency			
Programs			
Charter Schools			
Compensation			
Agreements			
Implementation			
Justice			
State Bar Matters			
SCA			
Local Applications			
Contract Federal			
Facilities			
Family Connections			
Assessment			
Partnership			
Working Partners			
Regulatory			

Civil Rights Performance Rating

Annual Performance Review	
Name: _____	Date: _____
Performance Standard #1	_____
Performance Standard #2	_____
Performance Standard #3	_____
Performance Standard #4	_____

- ▲ *Timely Accomplishment of Civil Rights Implementation Tasks*
- ▲ *Identification and Achievement of Civil Rights Performance Measures*

- ▲ *Identification of Concerns & Issues*
- ▲ *Identification of Problem Areas*
- ▲ *Identification of Solutions*

Civil Rights Performance Ratings
1st Quarter FY 98

Attachment A

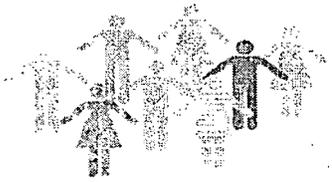
Agency	Civil Rights Performance Rating			Remarks
	Exceeds	Fully Successful	Does Not Meet	
FS			X	<i>Accountability - Red</i> Performance standards not yet signed.
NRCS			X	<i>Program Delivery - Red</i> Training plan not yet developed for customer service training for service center employees.
FSA			X	<i>Program Delivery - Red</i> Program Delivery Plan not submitted.
FAS	X			
RUS		X		
RHCDS		X		
RBCDS			X	Program Delivery - Red
FCS			X	<i>Procurement - Red</i> No OSDBU goals set. <i>Organizational Structure - Red</i> CR coordinator not yet designated

SAMPLE REPORT

Civil Rights Program

1st Quarter Performance Standard/CR Program Status Report

- ▶ Validate and Verify Performance Standards
 - ▶ Identify Baseline Performance Measures - Output/Outcome
 - ▶ Report Current Agency Implementation Status
 - ▶ Identify Major Concerns and Issues
 - ▶ Pilot Assessment Process & Structure
-



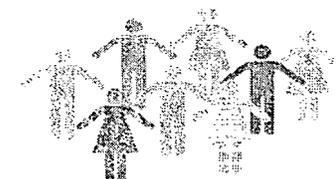
Civil Rights Implementation Team

Transition Plan Briefing

Transition Roles

To Ensure That All USDA Customers and Employees Are Treated Fairly and Equitably and With Dignity and Respect.

- **Subcabinet**
- **Assistant Secretary for Administration and Departmental Administration Staff**
- **Agency Heads**



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Role of Assistant Secretary for Administration and Departmental Administration Staff

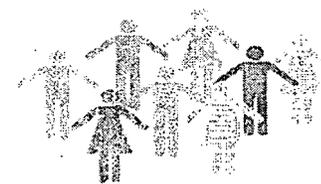
- 1. Provide Leadership, Coordination, and Guidance for USDA-Wide Civil Rights Policy and Procedures**
- 2. Administer Civil Rights Related Programs**
- 3. Evaluate, Assess, Review, and Monitor**



Civil Rights Implementation Team

Role of Assistant Secretary for Administration and Departmental Administration Staff

- 1. Provide Leadership, Coordination, and Guidance for USDA-Wide Civil Rights Policy and Procedures by Developing and Guiding the Implementation of:**
 - **Recruitment and Promotions Policy**
 - **Procurement Policy**
 - **Facilities Accessibility Policy**
 - **Reprisal Process**
 - **Outreach Councils and Agency Liaisons**
 - **Affirmative Employment and Recruitment Plans**
 - **Program Delivery**
 - **Competencies for Managers**
 - **Civil Rights and Diversity Training**

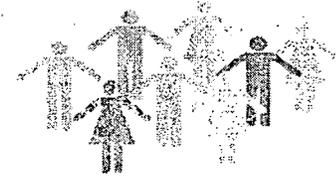


Civil Rights Implementation Team

Role of Assistant Secretary for Administration and Departmental Administration Staff (Con't)

2. Administer Civil Rights Related Programs

- **Complaints Process**
- **State USDA Compliance Reviews**
- **2501 Outreach Programs**
- **Standards of Performance**
- **Civil Rights and Diversity Training**
- **Minority Farm Register**
- **Small and Minority Business Program Goals**
- **Subcontract Monitoring**

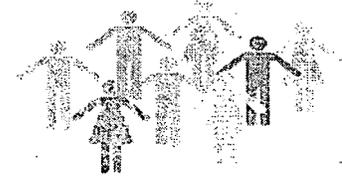


Civil Rights Implementation Team

Role of Assistant Secretary for Administration and Departmental Administration Staff (Con't)

3. Evaluate, Assess, Review, and Monitor

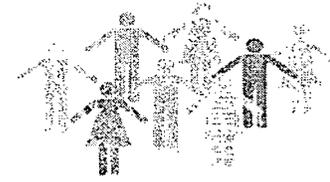
- **Standards of Performance**
- **Implementation of the Civil Rights Program**
- **Performance Measures**
- **Plans and Reports**
- **Compliance Reviews**
- **Complaints**
- **Reprisals**
- **Feedback on Corrective Actions**
- **Employment and Diversity Data**
- **Human Resource Management Evaluation**



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Role of Subcabinet

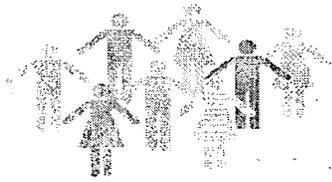
- 1. Support Civil Rights Goals**
- 2. Provide Leadership for Implementing Civil Rights Goals and Policies**
- 3. Advance Department's Legislation and Budget Requests**
- 4. Ensure Accountability**



Civil Rights Implementation Team

Role of Agency Heads

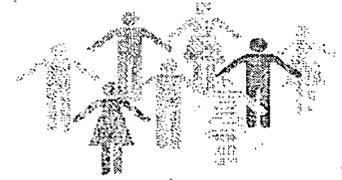
- 1. Implement Civil Rights Goals, Policies and Procedures**
- 2. Develop Civil Rights Strategic Plans and Reports**
- 3. Implement Affirmative Employment and Recruitment Program**
- 4. Provide Sufficient Staff and Funding**
- 5. Provide Monthly and Quarterly Progress Reports**
- 6. Conduct Compliance Reviews**
- 7. Operate Reprisal Panels**
- 8. Conduct Outreach**
- 9. Refer Complaints to Civil Rights within 24 Hours**
- 10. Hold All Agency Managers and Employees Accountable**
- 11. Take Action when Employees Abuse Power**
- 12. Get and Use Feedback from Customers and Employees**
- 13. Establish and Achieve Procurement Goals**
- 14. Implement Program Delivery**
- 15. Conduct Human Resource Management Evaluations**



Civil Rights Implementation Team

Role of Office of Civil Rights (I)

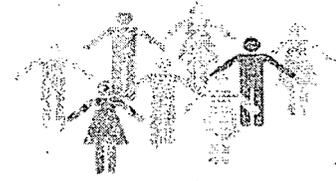
- **Leadership & Partnership Role**
Civil Rights Will Provide Leadership And Guidance To Implement CRIT Policies
- **Reorganization of Office of Civil Rights**
Reestablished Program Investigations Division Hired New Investigators
Established Accountability Division
Established Tracking Division
- **Linkage with Office of General Counsel**
Associate General Counsel For Civil Rights On Board
CR Will Work Closely With OGC Civil Rights Division on Complaints, and Other Civil Rights Issues
- **Service Center Accessibility**
Civil Rights Will Monitor Service Center Accessibility For Disabled Customers
Civil Rights Will Monitor Service Center Accessibility To Under Served Communities



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Role of Office of Civil Rights (Con't)

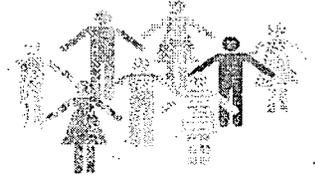
- **Civil Rights and Diversity Training**
 - All Employees Should Attend CR Training
 - Agencies Have Flexibility For Cost Effectiveness
 - CR To Provide Coordination And Modules/ Video Tapes
- **Program Complaints Process**
 - Program Complaint Process Has Been Reengineered
 - Preliminary Inquires Are Discontinued
 - Congress Requires Complaints Be Processed in 180 Days
 - Agencies Have Opportunity To Resolve At Any Stage Prior To A Decision By CR
- **Employee Complaints Process**
 - Civil Rights is Reviewing Recommendations for Change
- **Compliance Reviews**
 - 18 Compliance Reviews Scheduled
 - Agencies Are Invited to Participate



Civil Rights Implementation Team

Role of Office of Civil Rights (Con't)

- **Performance Measures/ Standards of Performance**
Accountability Division Will Track Standards for All Agency Heads
and Staff Directors
Monthly Self-Assessments
Quarterly Reports On Performance Measures
- **Affirmative Employment and Recruitment Plan**
Guidance Is Being Finalized
Plans To Combine Affirmative Employment, Disabled Veterans, and
Federal Equal Opportunity Recruitment Program Plan Into One
Reporting System



Civil Rights Implementation Team

Role of Office of Human Resource Management

- **Leadership & Partnership Role**
- **Workforce Planning**
- **Human Resource Management Evaluation**
- **Work Life Surveys**
- **Exit Interviews**
- **Core Competencies for Recruiters**



Civil Rights Implementation Team

Role of Office of Human Resource Management (Con't)

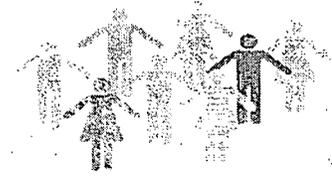
- **Competencies for Managers**
- **Multi-Grade Positions**
- **Multi-Input System Managers & Supervisors**
- **Reprisal Policy**
- **Disciplinary Actions for Discrimination**
- **Reporting Requirements**



Civil Rights Implementation Team

Role of Office of Outreach (I)

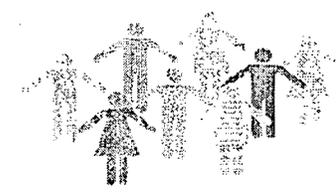
- **Leadership & Partnership Role**
- **National Outreach Councils**
- **State Outreach Council**
- **Agency Liaisons and Working Group**
- **2501 Outreach Programs**
- **Partnership with U. S. Department of Interior**
- **Minority Farm Register**



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Role of Office of Outreach (Con't)

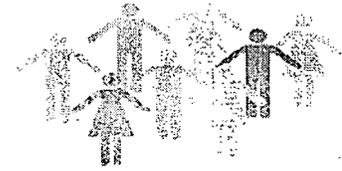
- **Reaching Under Served Communities**
- **Communications Guide**
- **Farmworker Coordinator**
- **Small Farmers Commission Report & Initiative**
- **Reporting Requirements**



Civil Rights Implementation Team

Role of Office of Office of Small and Disadvantaged Business Utilization

- **Leadership & Partnership Role**
- **Agency Small Business Policy**
- **Participation Goals in Agency Strategic Plans**
- **Outreach Plans**
- **Established Procurement Forecasts Represent Your Goals**
- **Compliance with Federal Subcontracting Regulations**
- **Support Pilot Initiatives to Increase Participation**
- **Reporting Requirements**



Civil Rights Implementation Team

Transition Plan Briefing

Follow-on Plan

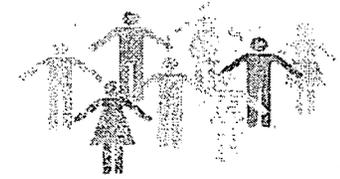
- **Unfinished Tasks For Each Recommendation**
- **Essential To Implementing Recommendations**
- **Tasks Have Been Assigned to an Agency or DA Staff**
- **Timeframes Have Been Identified**
- **Will Be Tracked By CR Accountability Division and ASA**
- **Promotes Institutionalization of Recommendations**

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
1	1 CIVIL RIGHTS IMPLEMENTATION TEAM FOLLOW-ON PLAN	1359d	8/26/97	11/18/02	5%	
2	1.1 REC. #37: Establish an Office of Outreach. Assign responsibility for the Outreach and Technical Assistance to Socially Disadvantaged Farmers (2501) program to this new office to assure Department-wide implementation.	64d	11/3/97	2/5/98	37%	ASA
3	1.1.1 Finalize and implement 1010 pkg	21d	11/3/97	2/5/98	30%	Deputy ASA, Director - Outreach
4	1.1.2 Select Director and staff	43d	11/3/97	1/6/98	40%	OSEC
5	1.2 REC. #92: Consolidate management functions and offices under the Assistant Secretary for Administration.	20d	11/3/97	12/1/97	52%	ASA
6	1.2.1 Ensure 1010 Pkg is finalized and approved.	11d	11/17/97	12/1/97	95%	Deputy ASA, LaTonya Wright
7	1.2.2 Issue Secretary's memo -- Establish office of Admin Support.	9d	11/3/97	11/13/97	0%	Edwardene Pitcock
8	1.3 REC. #15: The DOJ should advise the Secretary on the role and functions of the OGC at USDA as it relates to civil rights.	1d	10/1/97	10/1/97	100%	ASA, CR Director
9	1.3.1 1010 Pkg needs to be prepared - staffing, budget, etc. (Assign to OGC) follow-up on funding	1d	10/1/97	10/1/97	100%	Mike Alexander, Lloyd Wright, OGC
10	1.4 REC. #52: Require consideration of under-served communities in USDA Service Center location decisions.	134d	10/1/97	4/14/98	0%	ASA, National FAC
11	1.4.1 State FAC's submit revised Service Center Implementation Plans to National FAC	8d	10/1/97	10/10/97	0%	(Office of Outreach)(Nat'l FAC)



Civil Rights Implementation Team

Transition Plan Briefing

Ensure all employees and customers are treated fairly and equitably and with dignity and respect.

Next Steps

- **Agency Heads Schedule First Quarter Reviews**
- **Keep employees and customers informed**



Civil Rights Implementation Team

Transition Plan Briefing

- **You Are Responsible For Making Certain All Employees in Your Mission Areas Know What Is Expected Of Them and How These Civil Rights Practices and Policies Will Be Implemented.**
- **Employees at USDA Will Be Held Accountable For Making Certain That All Customers and All Employees Are Treated Fairly and Equitably and With Dignity and Respect.**

"For Internal Use Only"		CRIT TEAM FOLLOW-ON PLAN				"For Internal Use Only"	
ID	Task Name	Dur	Start	Finish	%Com	Resource Names	
1	1 CIVIL RIGHTS IMPLEMENTATION TEAM FOLLOW-ON PLAN	1359d	8/26/97	11/18/02	5%		
2	1.1 REC. #37: Establish an Office of Outreach. Assign responsibility for the Outreach and Technical Assistance to Socially Disadvantaged Farmers (2501) program to this new office to assure Department-wide implementation.	64d	11/3/97	2/5/98	37%	ASA	
3	1.1.1 Finalize and implement 1010 pkg	21d	11/3/97	2/5/98	30%	Deputy ASA, Director - Outreach	
4	1.1.2 Select Director and staff	43d	11/3/97	1/6/98	40%	OSEC	
5	1.2 REC. #92: Consolidate management functions and offices under the Assistant Secretary for Administration.	20d	11/3/97	12/1/97	52%	ASA	
6	1.2.1 Ensure 1010 Pkg is finalized and approved.	11d	11/17/97	12/1/97	95%	Deputy ASA, LaTonya Wright	
7	1.2.2 Issue Secretary's memo -- Establish office of Admin Support.	9d	11/3/97	11/13/97	0%	Edwardene Pitcock	
8	1.3 REC. #15: The DOJ should advise the Secretary on the role and functions of the OGC at USDA as it relates to civil rights.	1d	10/1/97	10/1/97	100%	ASA, CR Director	
9	1.3.1 1010 Pkg needs to be prepared - staffing, budget, etc. (Assign to OGC) follow-up on funding	1d	10/1/97	10/1/97	100%	Mike Alexander, Lloyd Wright, OGC	
10	1.4 REC. #52: Require consideration of under-served communities in USDA Service Center location decisions.	134d	10/1/97	4/14/98	0%	ASA, National FAC	
11	1.4.1 State FAC's submit revised Service Center Implementation Plans to National FAC	8d	10/1/97	10/10/97	0%	(Office of Outreach)(Nat'l FAC)	

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
12	1.4.2 State FAC's revise implementation plan to include under-served communities & offices on Tribal and Alaska Native Corporation lands	8d	11/3/97	11/12/97	0%	(Office of Outreach)(National FAC)
13	1.4.3 National FAC provide more guidance to State FACs on Service Center location decisions	92d	12/1/97	4/14/98	0%	National FAC
14	1.4.3.1 Monitor National FAC's long term compliance with Secretary Memo	10d	4/1/98	4/14/98	0%	Office of Outreach
15	1.4.3.2 Monitor National FAC's short term compliance with Secretary Memo	10d	12/1/97	12/12/97	0%	Office of Outreach
16	1.4.4 National FAC reviews State Service Center Implementation Plans and monitor Implementation.	43d	10/29/97	12/31/97	0%	National FAC
17	1.5 REC. #53: Establish satellite offices where necessary to reach under-served customers.	92d	12/1/97	4/14/98	0%	ASA,National FAC
18	1.5.1 Monitor National FAC's long term compliance with ASA-Memo	10d	4/1/98	4/14/98	0%	Office of Outreach
19	1.5.2 Monitor National FAC's short term compliance with ASA Memo	10d	12/1/97	12/12/97	0%	Office of Outreach
20	1.6 REC. #54: Establish full-time USDA Service Centers on Indian,Tribal lands.	121d	12/1/97	5/25/98	0%	ASA,National FAC
21	1.6.1 Secretary provide leadership to National FAC to establish Service Centers on Tribal and Alaska Native lands in compliance with Section 2501(g) of the 1990 Farm Bill (FACTA)	92d	12/1/97	4/14/98	0%	CRIT #22,National FAC,State FAC,Office of Outreach,Tribal & ANC
22	1.6.1.1 Monitor National FAC's long term compliance with Secretary Memo	10d	4/1/98	4/14/98	0%	Office of Outreach

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
23	1.6.1.2 Monitor National FAC's short term compliance with Secretary Memo	10d	12/1/97	12/12/97	0%	Office of Outreach
24	1.6.2 Work with Tribal Governments to orient county service center data to the Tribal/customer data base addressing the following issues: record-keeping program delivery structure of Advisory Committees including elections data	39d	4/1/98	5/25/98	0%	National FAC, Tribal & ANC Leaders
25	1.6.2.1 Monitor work plans to insure timeliness	39d	4/1/98	5/25/98	0%	(Camill)
26	1.7 REC. #2: Delegate to ASA authority to rate Agency Heads on their civil rights performance elements.	256d	10/1/97	10/1/98	9%	CR Director
27	1.7.1 Perform quarterly reviews of SOP reports.	186d	1/13/98	10/1/98	0%	ASA, CR Director
28	1.7.2 Develop Agency specific SOP'S and institutionalize	23d	10/1/97	10/31/97	100%	Mike Alexander
29	1.7.3 Develop system for quarterly monitoring and reporting of accomplishments.	65d	11/10/97	2/13/98	0%	Mike Alexander, Lloyd Wright
30	1.7.4 Feedback to Secretary	1d	10/1/97	10/1/97	100%	Pearlie Reed
31	1.8 REC. #7: Set example of diversity at top.	92d	8/26/97	1/6/98	0%	CR Director
32	1.8.1 Revise memo from Sec to Subcabinet to transmit PA diversity plan, and AERP	14d	8/26/97	9/12/97	0%	Lee Bensey, Brian Burke, White House Liaison
33	1.8.2 Establish requirement for annual development of Workforce Diversity Plan and provide quarterly feedback to ASA	24d	12/1/97	1/6/98	0%	Lee Bensey, White House Liaison

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
34	1.8.3 Hold pre-closeout briefing (w/Rec. 2) Hold Secretary briefing for #7 combined with Rec. 2, 66, 84, 77, 67, 72, 76.	14d	8/26/97	9/12/97	0%	Mark Mulugeta Mike Alexander White House Liaison
35	1.9 REC. #10: Follow-on activities are same or covered by recommendations 3, 4, 8.	63d	10/1/97	12/31/97	50%	CR Director
36	1.9.1 Establish performance contracts for Subcabinet officials to reflect goals.	28d	10/1/97	12/31/97	50%	Mike Alexander
37	1.10 REC. #12: Require and provide ongoing training for all managers to enhance their people skills, including managing a diverse workforce. Develop criteria to measure effectiveness, provide specific time frames for managers to improve	156d	11/7/97	6/22/98	8%	CR Director
38	1.10.1 Issue policy on use of core competencies for selection and promotion into supervision and management.	15d	11/20/97	12/11/97	0%	CRIT,LaTonya Wright
39	1.10.2 Issue Secretary's Memorandum and Training policy for Team Leaders, Supervisors, Managers, and Executives.	15d	11/7/97	11/28/97	0%	CRIT,LaTonya Wright
40	1.10.3 Issue policy on Multi-Input feedback for Supervisors and Managers	156d	11/7/97	6/22/98	11%	HRM Director
41	1.10.3.1 Identify funding and technical support (automation to process and analyze assessments)	60d	11/7/97	2/5/98	0%	HRM Director,Nancy Robinson
42	1.10.3.2 Pilot assessment instruments for subordinates and peers and make revisions accordingly.	30d	11/12/97	12/23/97	75%	Karen Messmore,Nancy Robinson,Shoshana Avrishon,Eileen Wolfe
43	1.10.3.3 Develop and follow 3-year implementation plan as outlined in the Department policy.	120d	1/2/98	6/22/98	0%	Nancy Robinson,OHRM
44	1.10.3.4 Incorporate final assessment instrument into the Policy and issue final Personnel Bulletin.	3d	12/24/97	12/30/97	0%	Nancy Robinson,OHRM

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
45	1.10.4 Establish training and development consortium in accordance with time frames in policy and provide ongoing oversight.	30d	12/1/97	1/14/98	0%	Lee Bensey
46	1.11 REC. #14: The Secretary should direct the Forest Service to discontinue the practice of using its Law Enforcement staff to investigate Forest Service employees.	10d	11/17/97	12/1/97	0%	CR Director
47	1.11.1 Follow-up with Forest Service to ensure compliance with the recommendation.	10d	11/17/97	12/1/97	0%	
48	1.11.2 Report compliance to the ASA and OCR for performance evaluation.	1d	12/1/97	12/1/97	0%	
49	1.12 REC. #16: Assure that local delivery of USDA credit programs is fair and equitable, work with the President and Congress to obtain the authority to make personnel selections and manage the Farm and Foreign Agricultural Service and Rural Development	24d	10/1/97	11/3/97	0%	CR Director
50	1.12.1 Finalize guidance, include monitoring implementation.	24d	10/1/97	11/3/97	0%	Steve Probst, Lee Bensey
51	1.13 REC. #18: Conduct a complete review of county committees and county office staffs to determine whether nepotism, conflict of interest, and/or discrimination in program delivery exists.	195d	10/24/97	7/31/98	0%	CR Director
52	1.13.1 Obtain a progress report on review of counties.	25d	10/27/97	12/1/97	0%	ASA
53	1.13.2 Where violations are found, require immediate corrective action.	195d	10/24/97	7/31/98	0%	FSA Agency Head
54	1.13.2.1 Prepare a summarization of findings and recommendations by State for ASA.	172d	10/24/97	6/30/98	0%	FSA Agency Head
55	1.13.2.2 Take corrective actions within established personnel procedures.	22d	7/2/98	7/31/98	0%	FSA Agency Head

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
56	1.13.3 Prepare final report on process implementation to the ASA.	20d	5/4/98	5/29/98	0%	Sub-Group of Team 7
57	1.14 REC. #19: Establish a system to assure timely and equitable handling of loan applications by county offices, including review and concurrence by FSA and RD State directors within 30 days of any adverse decision that affects a member of a defined group	53d	10/15/97	12/31/97	16%	CR Director
58	1.14.1 Assess progress on completing deliverables for this recommendation.	12d	10/16/97	10/31/97	90%	Carolyn Parker
59	1.14.2 Database being developed by OCR, notify when completed.	20d	10/15/97	11/11/97	0%	Lloyd Wright
60	1.14.3 Incorporate permanent policy into the directives system.	36d	11/7/97	12/31/97	0%	Lloyd Wright,FSA Agency Head,RD Agency Head
61	1.15 REC. #20: Require independent review of all pending foreclosures to determine whether discrimination in USDA programs contributed to foreclosure action.	50d	10/15/97	12/24/97	0%	CR Director
62	1.15.1 Complete review	25d	10/15/97	11/18/97	0%	CR Director
63	1.15.2 Develop process and procedures	5d	12/4/97	12/10/97	0%	CR Director
64	1.15.3 Investigate	10d	11/19/97	12/3/97	0%	CR Director
65	1.15.4 Go back and make policies permanent, weekly release to media	10d	12/11/97	12/24/97	0%	CR Director,FSA Agency Head
66	1.16 REC. #21: Require that all pending foreclosures or actions leading to foreclosure be halted until all appeals or any formal civil rights complaints have been completed.	230d	11/3/97	9/28/98	0%	CR Director

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
67	1.16.1 Provide quarterly report to ASA on documentation needed for all halted foreclosures, in addition to what was investigated what the findings were	190d	1/2/98	9/28/98	0%	Lloyd Wright
68	1.16.2 Quarterly Report Developed	45d	11/3/97	1/8/98	0%	Lloyd Wright
69	1.17 REC. #22: Act on all existing program discrimination complaints within the next 120 days. Resolve those that can be resolved and bring all others to the point of adjudication within those 120 days.	174d	10/30/97	7/8/98	0%	CR Director
70	1.17.1 Report progress monthly to ASA (built in plan)	153d	12/1/97	7/8/98	0%	Jeff Knishkowy,Lloyd Wright
71	1.17.2 Develop new project plan w/timelines and milestones	13d	10/30/97	11/17/97	0%	Jeff Knishkowy,Lloyd Wright,Jeremy Wu
72	1.18 REC. #23: Require that an agency's civil rights office elevate a program discrimination complaint to the next higher level when no action has been taken within the time limit. When a delay occurs at the next higher level,	236d	10/28/97	9/30/98	0%	CR Director
73	1.18.1 Develop a communications plan for publicizing the system.	24d	11/17/97	12/19/97	0%	Lloyd Wright,Jeff Knishkowy,Communications (Marci),Jeremy Wu
74	1.18.2 Training for agency CR directors and OCR staff and field.	34d	11/25/97	1/15/98	0%	Lloyd Wright,Jeff Knishkowy,Janet Zeller,Jeremy Wu
75	1.18.3 Implement system	54d	11/3/97	1/22/98	0%	Lloyd Wright,Jeremy Wu
76	1.18.4 Provide monthly status reports to ASA.	173d	1/30/98	9/30/98	0%	Lloyd Wright,Jeremy Wu
77	1.18.5 Implement the team's comprehensive follow-on plan.	54d	10/28/97	1/15/98	0%	Lloyd Wright,Jeremy Wu,Jeff Knishkowy

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
78	1.19 REC. #24: Establish one program appeals system for all Mission Areas at USDA. Hold all litigation until the appeals process is complete.	236d	10/28/97	9/30/98	0%	CR Director
79	1.19.1 Develop regulation implementing program complaint process.	74d	12/1/97	3/19/98	0%	Lloyd Wright
80	1.19.1.1 Draft regulation.	33d	1/2/98	2/19/98	0%	Jeff Knishkowy,OGC
81	1.19.1.2 Finalize regulation	11d	3/5/98	3/19/98	0%	Jeff Knishkowy,OGC
82	1.19.1.3 Review and comment on regulation	9d	2/20/98	3/4/98	0%	Lloyd Wright,Jeremy Wu
83	1.19.1.4 Meet to discuss timing of regulation.	1d	12/1/97	12/1/97	0%	Lloyd Wright,Jeremy Wu,Jeff Knishkowy,Kathy Gugulis,Ken Cohen
84	1.19.2 Develop a communications plan for publicizing the system.	21d	11/14/97	12/15/97	0%	Lloyd Wright,Jeff Knishkowy,Communications (Marci)
85	1.19.3 Implement system	54d	10/28/97	1/15/98	0%	Lloyd Wright,Jeremy Wu
86	1.19.4 Provide monthly status reports to ASA.	173d	1/30/98	9/30/98	0%	Lloyd Wright,Jeremy Wu
87	1.19.5 Training for agency CR directors and OCR staff	34d	11/25/97	1/15/98	0%	Lloyd Wright,Jeremy Wu,Jeff Knishkowy,Janet Zeller
88	1.19.6 Develop plan for reviewing and modifying assisted program complaint process.	23d	11/26/97	12/31/97	0%	Lloyd Wright,Jeremy Wu,OGC

"For Internal Use Only"		CRIT TEAM FOLLOW-ON PLAN				"For Internal Use Only"	
ID	Task Name	Dur	Start	Finish	%Com	Resource Names	
89	1.19.7 Add component on penalty for discriminating	21d	11/17/97	12/16/97	0%	Lloyd Wright, Lee Bensey, Jeremy Wu	
90	1.19.8 Establish process for handling reprisal complaints.	21d	11/14/97	12/15/97	0%	Lloyd Wright, Lee Bensey, Jeremy Wu, Jeff Knishkowsky	
91	1.20 REC. #25: The National Appeals Division Director shall consider the impact of the NAD appeals process on the civil rights of farmers and coordinate the program appeals process with the Department's program discrimination complaints process.	235d	11/3/97	10/5/98	0%	CR Director	
92	1.20.1 Follow-on activities are included in recommendation #24 tasks.	1d	11/3/97	11/3/97	0%		
93	1.20.2 Provide monthly reports to Director of Civil Rights including impacts of appeals processing on CR.	195d	1/2/98	10/5/98	0%	Norm Cooper	
94	1.21 REC. #26: Require that the National Appeals Division and informal agency program appeals processes comply with established legal timelines and establish timelines in cases where they are not required by law. When NAD does not comply with these timelines	256d	9/30/97	9/30/98	0%	CR Director	
95	1.21.1 Finalize and issue policy	44d	9/30/97	12/1/97	0%	Jeff Knishkowsky, Kathy Gugulis, Lloyd Wright	
96	1.21.2 Develop communications plan for program appeals process.	25d	12/1/97	1/7/98	0%	Lloyd Wright, Jeff Knishkowsky, Communications (Marci), Norm Cooper	
97	1.21.3 Finalize Appeal Regulations.	1d	1/2/98	1/2/98	0%	Lloyd Wright, Jeff Knishkowsky, Ken Cohen	
98	1.21.4 Include in NAD and Agency program manager standards of performance.	25d	12/1/97	1/7/98	0%	Lloyd Wright, Mike Alexander	
99	1.21.5 Track compliance and provide monthly reports to ASA.	195d	12/29/97	9/30/98	0%	Norm Cooper	

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
100	1.22 REC. #30: Take action to remedy past discrimination against farmers.	18d	11/4/97	11/28/97	0%	CR Director
101	1.22.1 Awaiting decision from ASA on course of action to implement.	18d	11/4/97	11/28/97	0%	Carolyn Parker,Lloyd Wright
102	1.23 REC. #57: Strengthen the training program for FSA county committees and county office staff on all programs, with special emphasis on civil rights issues and outreach responsibilities.	234d	10/2/97	9/2/98	39%	CR Director
103	1.23.1 Document FSA findings in closeout package.	27d	10/2/97	11/7/97	41%	Sylvia Magbanua
104	1.23.2 Recommendation 57 is combined with recommendation 58 and will be completed when #58 follow-on tasks are completed.	1d	9/2/98	9/2/98	0%	Sylvia Magbanua,Karen Messmore
105	1.24 REC. #58: Provide and document Title VI training for all volunteers and new field, State and Service Center employees on an annual basis.	477d	10/27/97	9/1/99	0%	CR Director
106	1.24.1 Develop a comprehensive Title VI training program for USDA--(Program outreach for FSA and annual CR)	477d	10/27/97	9/1/99	0%	Helen Smith,Sylvia Magbanua,Joe Hoffman,Janie
107	1.24.1.1 Finalize contract with Kentucky State University	10d	11/3/97	11/14/97	0%	CR Director
108	1.24.1.2 Conduct course evaluation and share results with OCR Program manager.	368d	4/6/98	9/1/99	0%	Design Team
109	1.24.1.3 Develop Course for Outreach training program and evaluation mechanism.	65d	10/27/97	1/30/98	0%	Design Team
110	1.24.1.4 Incorporate ongoing input from advisory group of subject matter experts.	65d	11/3/97	2/6/98	0%	Design Team

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

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111	1.24.1.5 Pilot course and make necessary revisions.	25d	2/9/98	3/16/98	0%	Design Team
112	1.24.1.6 Develop approach and accomplish design of future civil rights modules in accordance with two year plan.	172d	12/31/97	9/1/98	0%	Lou Ann Kling, Helen Smith, Sue Brooks, Janie Wade, Joe Hoffman, Jean
113	1.24.1.7 Monitor target Agency progress	150d	2/24/98	9/21/98	0%	OCR Program Manager
114	1.24.1.8 Prepare policy and communication for hand-off to target Agencies for delivery.	10d	2/9/98	2/23/98	0%	OCR Program Manager
115	1.24.1.9 Publicize evaluation results and determine changes to course design if necessary.	15d	9/22/98	10/12/98	0%	OCR Program Manager
116	1.24.1.10 Review and provide oversight to Design Team.	65d	11/3/97	2/6/98	0%	OCR Program Manager
117	1.25 REC. #67: Hold all managers accountable for a diverse pool of applicants for all vacancy announcements and target outreach and recruitment of under-represented groups as identified in the agency AEP's.	1339d	9/23/97	11/18/02	1%	CR Director
118	1.25.1 Action Plan A: Require and approve outreach plans for filling vacancies. Outreach plans must target under-represented groups and organizations.	1298d	10/1/97	9/30/02	0%	
119	1.25.1.1 Develop and submit five-year AERP Plans to OCR.	90d	10/1/97	2/10/98	0%	Agency Heads
120	1.25.1.2 AERP regulation becomes effective.	1d	10/1/97	10/1/97	0%	Lloyd Wright
121	1.25.1.3 Ensure implementation of AERP Plans by semiannual progress reports, compliance checks, other tracking/reporting strategies.	1237d	12/30/97	9/30/02	0%	Lloyd Wright

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
122	1.25.1.4 Forward Affirmative Employment Program (AERP) draft regulation for comments/input to OCR officials, Civil Rights Leadership Council, Civil Rights Directors, OHRM	16d	10/1/97	10/22/97	0%	Lloyd Wright
123	1.25.1.5 Include mechanisms for ensuring accountability in the performance measurement and other accountability processes for equal opportunity outreach, recruitment, and hiring.	25d	10/1/97	11/4/97	0%	Lloyd Wright
124	1.25.1.6 Make special distribution to OCR officials, Civil Rights Program Managers, Human Resource Management Managers, Civil Rights Leadership Council, Employee Organizations, Unions, etc.	2d	11/14/97	11/17/97	0%	Lloyd Wright
125	1.25.1.7 Obtain final clearance and approval from the Directors of OCR and ASA.	7d	10/27/97	11/4/97	0%	Lloyd Wright
126	1.25.1.8 Prepare AD-116 for formal clearances and route to OGC, IMD, and OHRM for comments.	14d	10/1/97	10/20/97	0%	Lloyd Wright
127	1.25.1.9 Reroute to IMD for printing and distribution through the Directives System.	7d	11/5/97	11/13/97	0%	Lloyd Wright
128	1.25.1.10 Review comments and revise/incorporate comments/input, as appropriate.	4d	10/21/97	10/24/97	0%	Lloyd Wright
129	1.25.1.11 Solicit input and informal clearance from Information Management Division (IMD) on clarity, readability, clearances, etc.	14d	10/1/97	10/20/97	0%	Lloyd Wright
130	1.25.2 Action Plan B: Require that recruiters have interpersonal skills, be trained in recruiting, and be sensitive to cultural differences of potential recruits.	246d	9/23/97	9/9/98	0%	
131	1.25.2.1 Provide certification to OHRM that recruiters have the competencies identified in Bulletin 330-3.	240d	9/23/97	9/1/98	0%	Agencies
132	1.25.2.2 Train current recruiters and outreach representatives. (Must be coordinated with CRIT Team No. 5)	147d	2/2/98	8/26/98	0%	Agencies

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
133	1.25.2.3 Distribution of Bulletin 330-3 to Agency Heads and DPM Holders.	4d	11/6/97	11/11/97	0%	Lee Bensey
134	1.25.2.4 Establish standards for Agency Recruiter Training Program. (Must be coordinated with CRIT Team No. 5)	5d	11/12/97	11/18/97	0%	Lee Bensey
135	1.25.2.5 Evaluate Agencies' compliance with Bulletin No. 330-3.	240d	10/1/97	9/9/98	0%	Lee Bensey
136	1.25.2.6 Incorporate comments into final draft of Bulletin 330-3.	7d	10/21/97	10/29/97	0%	Lee Bensey
137	1.25.2.7 Obtain final clearance and approval from the Director, OHRM, of Bulletin 330-3.	4d	10/30/97	11/4/97	0%	Lee Bensey
138	1.25.2.8 Personnel Bulletin 330-3 takes effect.	1d	11/5/97	11/5/97	0%	Lee Bensey
139	1.25.2.9 Route Personnel Bulletin No. 330-3 (core competencies for recruiters and outreach representatives) for clearance.	14d	10/1/97	10/20/97	0%	Lee Bensey
140	1.25.2.10 Special distribution of Bulletin 330-3 to OCR officials, Civil Rights Program Managers, Human Resource Management Managers, Civil Rights Leadership Council, Employee Organizations, Unions, etc.	4d	11/6/97	11/11/97	0%	Lee Bensey
141	1.25.3 Action Plan C: Advertise, where appropriate, positions as multi-graded positions (e.g., GS-7/9/11, GS-11/12/13).	256d	10/1/97	10/1/98	0%	
142	1.25.3.1 Distribution of Bulletin 335-1 to Agency Heads and DPM Holders	5d	10/30/97	11/5/97	0%	Lee Bensey
143	1.25.3.2 Evaluate Agencies' compliance with Bulletin No. 335-1.	157d	2/25/98	10/1/98	0%	Lee Bensey

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

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144	1.25.3.3 Incorporate comments into final draft of Bulletin 335-1.	7d	10/21/97	10/29/97	0%	Lee Bensey
145	1.25.3.4 Obtain final clearance and approval from the Director, OHRM, of Bulletin 335-1.	4d	10/30/97	11/4/97	0%	Lee Bensey
146	1.25.3.5 Personnel Bulletin 335-1 takes effect.	1d	11/5/97	11/5/97	0%	Lee Bensey
147	1.25.3.6 Route Personnel Bulletin No. 335-1 (requiring the advertising of positions as multi-graded, when appropriate) for clearance.	14d	10/1/97	10/20/97	0%	Lee Bensey
148	1.25.3.7 Special distribution of Bulletin 335-1 to OCR officials, Civil Rights Program Manager, Human Resource Management Managers, Civil Rights Leadership Council, Employee Organizations, Unions, etc.	5d	11/6/97	11/12/97	0%	Lee Bensey
149	1.25.4 Develop and submit 5-year AERP Plans to OCR	67d	11/12/97	2/20/98	0%	Agency Heads
150	1.25.5 Verify receipt of all personnel bulletins and implementation plans.	59d	10/14/97	1/8/98	30%	Lee Bensey
151	1.25.6 AERP regulation becomes effective.	10d	10/29/97	11/11/97	50%	Lloyd Wright
152	1.25.7 Assign staff to follow plans created by teams.	28d	10/22/97	12/1/97	0%	Lloyd Wright
153	1.25.8 Ensure implementation of AERP plans by semi-annual progress reports, compliance checks, and other tracking / reporting strategies.	1236d	2/23/98	11/18/02	0%	Lloyd Wright
154	1.25.9 Prepare AD-116 for formal clearances and route to OGC, IMD, and OHRM for comments.	20d	10/1/97	10/28/97	100%	Lloyd Wright, Barbara Myrick

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
155	1.26 REC. #68: Require all USDA employees to have civil rights training annually.	237d	10/30/97	10/5/98	2%	CR Director
156	1.26.1 Develop marketing materials.	64d	10/30/97	2/3/98	13%	
157	1.26.1.1 Conduct Agency marketing.	64d	10/30/97	2/3/98	0%	Coordinators, Agencies, CR Director
158	1.26.1.2 Deliver Agency marketing materials and folders.	10d	11/21/97	12/5/97	0%	D. Team
159	1.26.1.3 Print folder for handbook.	11d	11/3/97	11/17/97	100%	Office of Communications
160	1.26.2 Train employees not able to attend broadcasts.	184d	1/16/98	10/2/98	0%	Coordinators
161	1.26.3 Monitor Agency progress.	122d	3/17/98	9/2/98	0%	CR Director
162	1.26.4 Assume responsibility for funding and implementing training. CR sends letter to Agencies ---- training is mandatory and requiring mid-year status report.	20d	11/7/97	12/5/97	0%	CR Director, Linda Mont
163	1.26.5 Distribute summary of evaluations to Agencies.	1d	5/4/98	5/4/98	0%	CR Director, Linda Mont
164	1.26.6 Send 6 month evaluation as follow-up activity and share results with Agencies.	1d	10/5/98	10/5/98	0%	CR Director, NEDC
165	1.26.7 Follow-up meeting with coordinators.	1d	1/29/98	1/29/98	0%	CR Director, NEDC, Linda Mont

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
166	1.26.8 Analyze evaluations of satellite broadcasts and provide to OCR Program manager.	64d	2/2/98	5/1/98	0%	NEDC,NRCS Agency Head
167	1.26.9 Conduct first satellite broadcast.	1d	1/15/98	1/15/98	0%	NEDC,NRCS Agency Head
168	1.26.10 Conduct second satellite broadcast.	1d	1/22/98	1/22/98	0%	NEDC,NRCS Agency Head
169	1.26.11 Third satellite delivery. (if needed)	1d	3/16/98	3/16/98	0%	NEDC,NRCS Agency Head
170	1.27 REC. #71: Eval the role and function of the Special Emphasis Program managers (SEPM) in accomplishing USDA's civil rights goals and objectives. The valuable resources dedicated to support SEPM could be used more effectively.	64d	9/30/97	12/31/97	36%	CR Director
171	1.27.1 Notify Department SEPMs and Agency CR Directors of new/revised role.	29d	9/30/97	11/7/97	90%	Lloyd Wright
172	1.27.2 Revise Departmental Reg -- 4230-2 to reflect changes in the Special Emphasis Program	43d	10/29/97	12/31/97	0%	Lloyd Wright
173	1.28 REC. #73: Streamline process and reduce employee complaints backlog.	67d	10/9/97	1/15/98	0%	CR Director
174	1.28.1 Complete special joint initiative between Forest Service and ASA's office.	67d	10/9/97	1/15/98	0%	Kathy Gugulis
175	1.28.2 Develop new plan to reduce employee complaint backlog.	15d	11/24/97	12/15/97	0%	Sue Reilly,Jeff Knishkowsy,Lloyd Wright
176	1.29 REC. #74: All EEO resolution agreements shall have terms that (1) relate to the nature of the complaint; (2) address causal factors; (3) are conducive to timely implementation; and (4) contain implementation time frames.	31d	12/1/97	1/15/98	0%	CR Director

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
177	1.29.1 Include in SOPs of EEO counselors and CR Staffs.	11d	12/31/97	1/15/98	0%	Lloyd Wright
178	1.29.2 Include in Agency Head SOPs	15d	12/15/97	1/7/98	0%	Lloyd Wright, Mike Alexander
179	1.29.3 Issue and publicize policy	15d	12/1/97	12/19/97	0%	Lloyd Wright, Sue Reilly, Jeff Knishkowsky, ASA
180	1.30 REC. #75: To ensure an effective and timely EEO complaints process on a permanent basis, conduct an independent review of USDA's existing EEO system, assess the areas of deficiency, and redesign or repair the system. (The New	45d	10/27/97	12/31/97	0%	CR Director
181	1.30.1 Implement new system.	45d	10/27/97	12/31/97	0%	
182	1.31 REC. #79: Organize the new USDA civil rights office with separate employment and program civil rights components that report under separate lines of supervision.	73d	9/2/97	12/12/97	65%	CR Director
183	1.31.1 Ensure 1010 is finalized and approved.	53d	10/1/97	12/12/97	95%	Deputy ASA
184	1.31.2 After approval of DR1010-1 package, realign personnel into new structure.	64d	9/2/97	12/1/97	40%	Lloyd Wright
185	1.31.2.1 Reorganize Current Staff into New CR Organization (See WBS 1.7.6.10)	64d	9/2/97	12/1/97	40%	Lloyd Wright
186	1.32 REC. #80: The USDA Civil Rights Office will proactively promote civil rights at USDA, provide guidance and oversight to agencies, establish and disseminate civil rights policy, update regulations, and conduct compliance reviews	1304d	10/1/97	10/8/02	4%	CR Director
187	1.32.1 Ensure 1010 is finalized and approved.	53d	10/1/97	12/12/97	95%	Deputy ASA

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
188	1.32.2 Ensure objectives in OCR Strategic Plan are implemented.	1304d	10/1/97	10/8/02	0%	Lloyd Wright
189	1.32.3 Staff OCR with professional, skilled, trained staff.	28d	11/5/97	12/15/97	40%	Lloyd Wright, Lee Bensey
190	1.32.3.1 Reorganize Current Staff into New CR Organization (See WBS 1.7.6.10)	28d	11/5/97	12/15/97	40%	Lloyd Wright
191	1.33 REC. #82: The Director of Civil Rights will focus on improving the Department's enforcement of civil rights laws in program delivery, and ensure that adequate funds are allocated to enforcing civil rights in program delivery.	26d	11/3/97	12/9/97	0%	CR Director
192	1.33.1 Ensure OCR Director's memos issued which informs Agencies that SEPMS will also serve as desk officers.	26d	11/3/97	12/9/97	0%	Lloyd Wright
193	1.34 REC. #83: Give the Department's new Director of Civil Rights the authority to create a qualify, competent staff capable of implementing an effective civil rights program at USDA.	108.6d	8/26/97	1/30/98	41%	CR Director
194	1.34.1 Notify employees of reassignments	5d	9/5/97	9/11/97	0%	Denise Leger-Lee, Lloyd Wright
195	1.34.2 Ensure "1010" package is approved	53d	10/1/97	12/12/97	95%	Deputy ASA
196	1.34.3 Draft and sign MOU between OGC and OCR.(83D) (Do not issue until new OGC associate director is on staff.)	30d	11/3/97	12/15/97	0%	Lloyd Wright
197	1.34.4 Match current employees in new structure	34d	10/22/97	1/30/98	10%	Lloyd Wright, HRSD
198	1.34.5 Determine where retraining can be utilized to fill positions.	8d	8/26/97	9/4/97	0%	Lloyd Wright, Sue Reilly, Jeremy Wu

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
199	1.35 REC. #86: To ensure that each USDA agency has civil rights accountability, each agency must have a civil rights director who reports to the agency head.	64d	9/15/97	12/12/97	55%	CR Director
200	1.35.1 Develop process within CR to monitor Agencies responses.	5d	12/1/97	12/5/97	0%	Lloyd Wright
201	1.35.2 Monitor Agencies submission of reorganization package for compliance with ASA DR	30d	10/31/97	12/12/97	0%	Lloyd Wright
202	1.35.3 Submit Departmental Regulation to ASA for signature and issuance	22d	10/23/97	11/21/97	85%	Lloyd Wright
203	1.35.4 Ensure issuance of ASA's DR which instructs Agencies on the required reporting levels for agency civil rights directors. (Combined with rec 87)	35d	9/15/97	10/31/97	90%	Team 30
204	1.36 REC. #87: Agency civil rights programs must include program planning/analysis, compliance, and complaints management. In addition, agencies must have documented, measurable goals and timetables to address civil rights in program delivery and employment	74d	9/15/97	12/30/97	39%	CR Director
205	1.36.1 CR receives and reviews responses to memo from agencies for compliance.	30d	10/31/97	12/12/97	0%	Lloyd Wright
206	1.36.2 Develop agreement to monitor Agencies that must submit revised plans	5d	12/15/97	12/19/97	0%	Lloyd Wright
207	1.36.3 Develop process within OCR to monitor Agencies responses.	5d	12/22/97	12/30/97	0%	Lloyd Wright
208	1.36.4 Ensure ASA's DR is issued and CR monitor how Agencies civil rights programs are to be established. (Combined with rec 86)	55d	9/15/97	12/1/97	57%	Lloyd Wright
209	1.36.5 Notify Agencies of approval/disapproval of plans and establish new response due dates (if necessary)	11d	11/28/97	12/12/97	0%	Lloyd Wright

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
210	1.36.6 Submit Departmental Regulation to ASA for signature and issuance	22d	10/23/97	11/21/97	85%	Lloyd Wright
211	1.37 REC. #91: Eliminate the Dispute Resolution Boards and close the Department's Civil Rights Regional Service Centers.	53d	10/1/97	12/15/97	50%	CR Director
212	1.37.1 Ensure furniture and equipment is moved from offices to Agencies	53d	10/1/97	12/15/97	50%	Ann Hair
213	1.38 REC. #89: Adopt and announce as USDA's official policy that management is responsible for preventing conflict and resolving disputes at the lowest possible level by resolving the underlying issues and preventing recurrence of conflicts.	222d	11/17/97	9/30/98	0%	CR Director, ASA, Administrative Support Office
214	1.38.1 Incorporate into managers SOP's	11d	12/31/97	1/15/98	0%	Agency Heads, Jeff Knishkowsky
215	1.38.2 Schedule meeting for concurrence on position and establish conflict resolution staff.	1d	11/21/97	11/21/97	0%	ASA
216	1.38.3 Train managers in conflict resolution	195d	12/29/97	9/30/98	0%	Conflict Resolution Center
217	1.38.4 Issue policy.	12d	11/17/97	12/3/97	0%	Jeff Knishkowsky, Sue Reilly
218	1.39 REC. #4: Revise and reissue USDA's civil rights policy.	55d	11/3/97	1/23/98	0%	CR Director, OSEC
219	1.39.1 Revised policy approved by ASA.	40d	11/3/97	12/31/97	0%	ASA
220	1.39.2 Reissue Secretary's memo as Departmental Policy to reflect goals contained in CRAT recommendations.	15d	1/2/98	1/23/98	0%	CR Director, ASA

"For Internal Use Only"		CRIT TEAM FOLLOW-ON PLAN				"For Internal Use Only"	
ID	Task Name	Dur	Start	Finish	%Com	Resource Names	
221	1.40 REC. #64: Enforce environmental justice.	232d	11/3/97	9/30/98	0%	CR Director,REE	
222	1.40.1 Issue policy, administrative notices, make policy permanent in the Department. Ensure regs are published	43d	11/3/97	1/6/98	0%	Carolyn Parker,Humberto Hernandez,Brian Burke	
223	1.40.2 Submit copy of environmental impact report to White House and analyze results.	1d	9/30/98	9/30/98	0%	NRE	
224	1.41 REC. #43: Examine funding of institutions of higher education to determine if 1890 and 1994 land-grant institutions are receiving equitable support to assist USDA in carrying out its mission.	304d	10/24/97	12/31/98	0%	CSREES Agency Head	
225	1.41.1 Monitor and address equity of funding on a regular basis.	293d	11/10/97	12/31/98	0%	REE	
226	1.41.2 Support and monitor legislation	304d	10/24/97	12/31/98	0%	REE	
227	1.41.3 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	4/30/98	7/1/98	0%	REE,ASA	
228	1.42 REC. #45: Extend and fully fund the Extension Indian Reservation program at \$8 million annually.	45d	4/30/98	7/1/98	0%	CSREES Agency Head	
229	1.42.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	4/30/98	7/1/98	0%		
230	1.43 REC. #61: Enforce the requirement that those who use "restrictive-use pesticides" keep records of the application of their products.	1d	10/1/98	10/1/98	0%	CSREES Agency Head	
231	1.43.1 Request a budget increase of \$2 million for education of farmworkers, farmers, and pesticide applicators on safe use of pesticides and record keeping through the land grant system.	1d	10/1/98	10/1/98	0%	CSREES Agency Head	

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
232	1.43.2 Ensure USDA and EPA conducted a joint meeting.	1d	10/1/98	10/1/98	0%	OSEC
233	1.44 REC. #62: Immediately provide pesticide information to health care providers treating pesticide-related illnesses.	2d	9/30/98	10/1/98	0%	CSREES Agency Head
234	1.44.1 Establish partnership with AMA.	1d	9/30/98	9/30/98	0%	CSREES Agency Head
235	1.44.2 Request a budget increase of \$3.5 million including a maintenance cost of \$1.75 million to update EXTTOXNET database and to provide training to health care providers on pesticide safety.	1d	10/1/98	10/1/98	0%	CSREES Agency Head
236	1.45 REC. #63: Require USDA to use this information to prepare comprehensive annual pesticide use reports, as mandated in the 1990 and 1996 farm legislation.	132d	4/1/98	10/1/98	0%	CSREES Agency Head
237	1.45.1 Ensure comprehensive annual pesticide use report is prepared.	1d	10/1/98	10/1/98	0%	NASS, Sam Rives
238	1.45.2 Requested increase of NASS budget by \$2 million to enhance future pesticide use surveys was included in CRIT funding proposals and included HR. Ensure approval of budget request.	1d	4/1/98	4/1/98	0%	NASS, Sam Rives
239	1.46 REC. #17: Modernize the FSA State and county committee system by converting all county non-Federal FSA positions, including county executive directors, to Federal status; changing the committee selection process; remove county committees from farm loan	45d	11/3/97	1/8/98	0%	Dave Carlin, Office of Congressional Relations
240	1.46.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	11/3/97	1/8/98	0%	
241	1.47 REC. #38: Develop a strategic outreach plan.	217d	2/6/98	12/8/98	0%	Director - Outreach
242	1.47.1 Ensure agencies incorporate into their strategic plan	10d	2/6/98	2/20/98	0%	Director - Outreach

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
243	1.47.2 Implement strategic plan	207d	2/23/98	12/8/98	0%	Director - Outreach
244	1.48 REC. #39: Establish in each agency an outreach liaison position to coordinate and direct outreach programs in conjunction with the new USDA Office of Outreach.	41d	11/3/97	1/2/98	0%	Director - Outreach
245	1.48.1 Follow up to ensure agency's establish positions	1d	1/2/98	1/2/98	0%	Director - Outreach
246	1.48.2 Issue Secretary's Memorandum	20d	11/3/97	12/1/97	0%	Director - Outreach,ASA
247	1.49 REC. #40: Establish State and National Outreach Councils. Require that Outreach Councils establish partnership with community-based organizations and 1890, 1994, and 1862 land-grant institutions, HACU, and REAP Initiatives	102d	10/1/97	2/27/98	0%	Director - Outreach
248	1.49.1 Monitor establishment of Outreach Councils.	65d	11/21/97	2/27/98	0%	Director - Outreach
249	1.49.2 Issue Secretary's Memorandum to expand FAC to include State and National Outreach Councils.	20d	10/1/97	10/28/97	0%	Director - Outreach,ASA
250	1.50 REC. #41: Establish a partnership between USDA and the Department of Interior to develop a strategic outreach plan to address the needs of American Indian agriculture and land conservation.	217d	11/25/97	10/1/98	0%	Director - Outreach
251	1.50.1 Director establish Taskforce to develop strategic plan	15d	1/9/98	1/30/98	0%	Director - Outreach
252	1.50.2 Implement monitor plan	173d	2/2/98	10/1/98	0%	Director - Outreach
253	1.50.3 Issue Memo - once Director is on board	34d	11/25/97	1/15/98	0%	Director - Outreach

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
254	1.51 REC. #44: Fully fund the Outreach and Technical Assistance to Socially Disadvantaged Farmers (2501) program at \$10 million annually.	45d	4/30/98	7/1/98	0%	Director - Outreach
255	1.51.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	4/30/98	7/1/98	0%	
256	1.52 REC. #59: Ensure educational and technical assistance materials are available to all customers.	251d	9/8/97	9/1/98	0%	Director - Outreach
257	1.52.1 Conduct field survey to determine impact of policy and guide.	67d	6/1/98	9/1/98	0%	NRCS Agency Head
258	1.52.1.1 Compile and publish results.	7d	8/24/98	9/1/98	0%	
259	1.52.1.2 Develop survey instrument with cooperation of NRCS Social Sciences Institute	30d	6/1/98	7/10/98	0%	
260	1.52.1.3 Send survey to field offices	30d	7/13/98	8/21/98	0%	
261	1.52.2 Issue Departmental Policy	71d	9/8/97	12/16/97	0%	Office of Communications, Office of Outreach
262	1.52.2.1 Distribute policy	15d	11/25/97	12/16/97	0%	
263	1.52.2.2 Format policy	8d	11/3/97	11/12/97	0%	
264	1.52.2.3 Make required changes to policy	10d	10/20/97	10/31/97	0%	

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
265	1.52.2.4 Print policy	8d	11/13/97	11/24/97	0%	
266	1.52.2.5 Route and clear draft policy	30d	9/8/97	10/17/97	0%	
267	1.52.3 Issue Field Communication Guide	71d	9/8/97	12/16/97	0%	Office of Communications, Office of Outreach
268	1.52.3.1 Coordinate Agency ride orders	6d	12/2/97	12/9/97	0%	
269	1.52.3.2 Design and provide camera-ready copy	20d	11/3/97	12/1/97	0%	
270	1.52.3.3 Make required changes to document	10d	10/20/97	10/31/97	0%	
271	1.52.3.4 Print and distribute guide	5d	12/10/97	12/16/97	0%	
272	1.52.3.5 Route and clear draft field guide	30d	9/8/97	10/17/97	0%	
273	1.53 REC. #49: Dedicate one-third of the Fund for Rural America to serving the needs of socially disadvantaged customers.	58d	10/17/97	1/12/98	0%	Director - Outreach, REE, RD Agency Head
274	1.53.1 Issue letter assigning responsibility to REE and RD UnderSecretaries to initiate program.	31d	10/17/97	12/1/97	0%	OSEC
275	1.53.2 Send letter to OSEC for signature to establish Resources 2000 within REE and RD.	31d	10/17/97	12/1/97	0%	Peggy Cook, Kathy Gugulis

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
276	1.53.3 Establish staff to assist compliance with recommendation.	20d	12/11/97	1/12/98	0%	RD Agency Head, CSREES Agency Head
277	1.54 REC. #32: Extend lease back/buy back agreements.	45d	11/3/97	1/8/98	0%	FSA Agency Head
278	1.54.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	11/3/97	1/8/98	0%	
279	1.55 REC. #33: Allow incorporation of anticipated tax liability in the terms of debt write-downs.	1d	9/1/98	9/1/98	0%	FSA Agency Head
280	1.55.1 Submit status report to ASA.	1d	9/1/98	9/1/98	0%	
281	1.56 REC. #47: Fully fund the farm ownership and farm operating direct loan programs at \$85 million and \$500 million, respectively.	45d	11/3/97	1/8/98	0%	FSA Agency Head
282	1.56.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	11/3/97	1/8/98	0%	
283	1.57 REC. #48: Require that a higher percentage of farm ownership and farm operating direct loan funding be targeted to minorities and socially disadvantaged groups.	45d	11/3/97	1/8/98	0%	FSA Agency Head
284	1.57.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	11/3/97	1/8/98	0%	
285	1.58 REC. #56: Ensure programs and forms are easily accessible and customer friendly. Require USDA Officials to assist SDA customers in understanding requirements and completing forms.	9d	7/1/98	7/13/98	0%	FSA Agency Head
286	1.58.1 Submit a report to document efforts to improve assistance to socially disadvantaged customers in understanding and completing forms.	6d	7/1/98	7/8/98	0%	FSA Agency Head

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
287	1.58.2 Submit a status report on forms streamlining initiative.	9d	7/1/98	7/13/98	0%	FSA Agency Head
288	1.59 REC. #3: Review Board process, hold Subcabinet members, Agency Heads, and senior officials accountable.	52d	10/23/97	1/8/98	50%	HRM Director
289	1.59.1 Finalize and issue PRB	53d	10/23/97	1/8/98	50%	HRM Director
290	1.60 REC. #5: Assure accountability, adopt / enforce a policy that the Department will take the appropriate adverse / disciplinary action against any manager found guilty of reprisal against any USDA employee or customer.	219d	11/21/97	10/1/98	0%	HRM Director
291	1.60.1 Establish criteria for evaluation of reprisal policy. Evaluate policy in 2 years, require quarterly reports	219d	11/21/97	10/1/98	0%	HRM Director
292	1.61 REC. #6: Streamline procedures to allow agencies to quickly take the appropriate adverse and disciplinary actions against employees who fail to provide programs and services in compliance with all applicable civil rights law and	67d	9/25/97	1/1/98	0%	HRM Director
293	1.61.1 Establish policy in Departmental Regulation similar to employee reprisal for program reprisals.	67d	9/25/97	1/1/98	0%	Lee Bensey
294	1.61.2 Issue policy to make disciplinary actions a priority in Civil Rights violations.	67d	9/25/97	1/1/98	0%	Lee Bensey
295	1.62 REC. #11: Identify the core competencies and skills required to effectively manage people and serve customers, including recruitment and management of a diverse workforce and serving diverse customers.	1d	6/23/98	6/23/98	0%	HRM Director
296	1.62.1 Recommendation 11 is consolidated with Recommendation 12 and will be covered by completion of all tasks in #12.	1d	6/23/98	6/23/98	0%	Sylvia Magbanua, Karen Messmore
297	1.63 REC. #66: Review all SES designations, beginning with FSA, to determine if positions are appropriately designated as career-reserved or general.	51d	12/1/97	2/13/98	0%	HRM Director

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
298	1.63.1 Develop follow-on plan, which will include: go to Subcabinet, finalize and go to closeout, and defines target dates	25d	1/9/98	2/13/98	0%	
299	1.63.2 Meet with Charlie Rawls to review	1d	12/1/97	12/1/97	0%	
300	1.63.3 Receive response from Charlie Rawls on SES designations.	25d	12/2/97	1/8/98	0%	
301	1.64 REC. #69: Publicize and recognize those managers and agencies that have made significant accomplishments in workforce diversity.	88d	12/1/97	4/8/98	0%	HRM Director
302	1.64.1 Revise "Guide for Employee Recognition" handbook, Form AD-1097 to incorporate revisions to the Secretary's Honor Awards on Equal Opportunity.	88d	12/1/97	4/8/98	0%	Sandra Anglade,HRM Director
303	1.64.2 Prepare closeout Pkg	23d	12/1/97	1/5/98	0%	Sylvia Magbanua
304	1.65 REC. #70: Direct the Forest Service to end the use of surplus lists.	1d	12/1/97	12/1/97	0%	HRM Director
305	1.65.1 Receive verification of Forest Service discontinuing surplus lists.	1d	12/1/97	12/1/97	0%	
306	1.66 REC. #72: Develop and implement retention programs to ensure a diverse work-force.	517d	10/1/97	10/1/99	0%	HRM Director
307	1.66.1 Action Plan A: Require that each agency initiate surveys such as the Food and Consumer Service's "Employee Work Life Survey" and the Forest Service's "Continuous Improvement Process" to assess employee satisfaction about issues affecting their work lives	517d	10/1/97	10/1/99	0%	
308	1.66.1.1 Contractor will develop a standard Work Life Survey	77d	10/15/97	2/5/98	0%	

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
309	1.66.1.1.1 Award purchase order	1d	11/12/97	11/12/97	0%	Contracting Office
310	1.66.1.1.2 Contractor will research and develop a Work Life Survey	45d	12/1/97	2/5/98	0%	Contracting Office
311	1.66.1.1.3 Issue Statement of Work to recommended contractors and request proposal.	15d	10/22/97	11/11/97	0%	Contracting Office
312	1.66.1.1.4 Finalize Statement of Work	5d	10/15/97	10/21/97	0%	HRM
313	1.66.1.2 Implement Work Life Survey Program and report to OHRM	220d	2/23/98	12/25/98	0%	Agency Heads
314	1.66.1.3 Distribution of Bulletin 250-3 to Agency Heads and DPM Holders.	4d	11/6/97	11/11/97	0%	Lee Bensey
315	1.66.1.4 Evaluate Agencies' compliance with Bulletin No. 250-3.	262d	10/1/98	10/1/99	0%	Lee Bensey
316	1.66.1.5 Incorporate comments into final draft of Bulletin 250-3.	7d	10/21/97	10/29/97	0%	Lee Bensey
317	1.66.1.6 Obtain final clearance and approval from the Director, OHRM, of Bulletin 250-3.	4d	10/30/97	11/4/97	0%	Lee Bensey
318	1.66.1.7 Personnel Bulletin 250-3 takes effect.	1d	11/5/97	11/5/97	0%	Lee Bensey
319	1.66.1.8 Route Personnel Bulletin No. 250-3 (Work Life Surveys) for clearance.	14d	10/1/97	10/20/97	0%	Lee Bensey

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
320	1.66.1.9 Special distribution of Bulletin 250-3 to OCR officials, Civil Rights Program Managers, Human Resource Management Managers, Civil Rights Leadership Council, Employee Organizations, Unions, and etc.	4d	11/6/97	11/11/97	0%	Lee Bensey
321	1.66.1.10 Validate and distribute Work Life Survey to Agencies	10d	2/6/98	2/20/98	0%	Lee Bensey
322	1.66.2 Require the use of an "Exit Interview Feedback" system to assist agencies in determining why employees leave the Agency/Department. Share this information with agency managers and develop a system for trend-analysis and	517d	10/1/97	10/1/99	0%	HRM Director
323	1.66.2.1 Implement exit interviews and report findings to OHRM	249d	11/24/97	11/13/98	0%	Agency Heads
324	1.66.2.2 Distribution of Bulletin 250-4 to Agency Heads and DPM Holders	3d	11/14/97	11/18/97	0%	Lee Bensey
325	1.66.2.3 Evaluate Agencies' compliance with Bulletin No. 250-4.	262d	10/1/98	10/1/99	0%	Lee Bensey
326	1.66.2.4 Incorporate comments into final draft of Bulletin 250-4.	7d	10/21/97	10/29/97	0%	Lee Bensey
327	1.66.2.5 Obtain final clearance and approval from the Director, OHRM, of Bulletin 250-4.	5d	11/6/97	11/12/97	0%	Lee Bensey
328	1.66.2.6 Personnel Bulletin 250-4 takes effect.	1d	11/13/97	11/13/97	0%	Lee Bensey
329	1.66.2.7 Route Personnel Bulletin No. 250-4 (Exit Interviews) for clearance.	14d	10/1/97	10/20/97	0%	Lee Bensey
330	1.66.2.8 Special distribution of Bulletin 250-4 to OCR officials, Civil Rights Program Manager, Human Resource Management Managers, Civil Rights Leadership Council, Employee Organizations, Unions, and etc.	3d	11/19/97	11/21/97	0%	Lee Bensey

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
331	1.66.2.9 Validate or amend Exit Interview Questionnaire.	5d	10/30/97	11/5/97	0%	Lee Bensey
332	1.66.3 Modify DPM holders list and notify appropriate individuals of DPM modifications and distribution.	1d	11/20/97	11/20/97	0%	Lee Bensey
333	1.67 REC. #76: Initiate a continuing and coordinated USDA-wide workforce planning and recruitment process.	256d	10/1/97	10/1/98	0%	HRM Director
334	1.67.1 Action Plan A: Require the Department and each agency to develop a workforce planning process, linked to its strategic plan and affirmative employment program plan, that addresses under-representation and includes recruitment, training, and retention off	256d	10/1/97	10/1/98	0%	HRM Director
335	1.67.1.1 Agencies submit annual Workforce Plans to the OHRM.	15d	1/2/98	1/23/98	0%	Agencies
336	1.67.1.2 Evaluate Agencies' compliance with Bulletin No. 250-1.	185d	1/14/98	10/1/98	0%	Lee Bensey
337	1.67.1.3 Issue Personnel Bulletin No. 250-1, "Workforce Planning".	47d	10/22/97	12/30/97	0%	Lee Bensey
338	1.67.1.4 Obtain Clearances for Personnel Bulletin No. 250-1, "Workforce Planning".	15d	10/1/97	10/21/97	0%	Lee Bensey
339	1.67.1.5 Assist Agencies to Develop annual Workforce Plans to be submitted to the Office of Human Resources Management (OHRM).	92d	12/31/97	5/12/98	0%	Lee Bensey, Agencies
340	1.67.2 Action Plan D: Establish a personnel management evaluation/assistance program at the Department level to coordinate periodic reviews of agency workforce plans and human resource management programs.	256d	10/1/97	10/1/98	0%	HRM Director
341	1.67.2.1 Establish work plan for newly established HRMED in OHRM.	30d	3/17/98	4/27/98	0%	HRM Director

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
342	1.67.2.2 Develop a work plan to conduct agency assistance reviews.	15d	1/2/98	1/23/98	0%	Lee Bensey
343	1.67.2.3 Develop and recruit for newly established HRMED in OHRM.	29d	2/3/98	3/16/98	0%	Lee Bensey
344	1.67.2.4 Evaluate Agencies' compliance with Bulletin No. 250-2.	196d	12/29/97	10/1/98	0%	Lee Bensey
345	1.67.2.5 Issue Personnel Bulletin No. 250-2, "Human Resources Management Evaluation Program".	47d	12/5/97	2/13/98	0%	Lee Bensey
346	1.67.2.6 Obtain Clearances for Personnel Bulletin No. 250-2, "Human Resources Management Evaluation Program".	46d	10/1/97	12/4/97	0%	Lee Bensey
347	1.67.2.7 Revise/Prepare 1010 package to establish HRMED in OHRM.	29d	10/1/97	11/10/97	0%	Lee Bensey
348	1.67.2.8 Assist Agencies to Develop Human Resources Management Evaluation Program.	91d	2/17/98	6/23/98	0%	Lee Bensey,Agencies
349	1.67.2.9 Obtain clearances for establishment of the new Human Resources Management Evaluation Division (HRMED) in OHRM.	32d	10/1/97	11/13/97	0%	Lee Bensey,ASA
350	1.68 REC. #77: The Secretary should be more involved in the management and selection of the SES cadre within USDA.	1d	12/1/97	12/1/97	0%	HRM Director
351	1.68.1 Conduct SES CDP	1d	12/1/97	12/1/97	0%	HRM Director
352	1.69 REC. #90: Convene a team to develop a USDA program implementing the Department's Conflict Management Team (CMT).	110d	8/26/97	2/2/98	0%	HRM Director,ASA,Administrative Support Office

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
353	1.69.1 Begin offering mediation throughout USDA.	1d	2/2/98	2/2/98	0%	Center, Agency Heads
354	1.69.2 Issue conflict management directive	26d	8/26/97	9/30/97	0%	Jeff Knishkowy, Sue Reilly, Kathy Gugulis
355	1.69.3 Obtain final approval of conflict prevention and resolution center.	11d	11/14/97	12/1/97	0%	Jeff Knishkowy, Sue Reilly, Kathy Gugulis
356	1.69.4 Have Agency Heads designate conflict resolution coordinators.	24d	11/25/97	1/1/98	0%	Sue Reilly, Jeff Knishkowy
357	1.69.5 Obtain resources for center.	21d	11/14/97	12/15/97	0%	Sue Reilly, Jeff Knishkowy
358	1.70 REC. #31: Allow farmers who have received debt write-down or whose farms are pending liquidation to continue eligibility for operating loans.	45d	11/3/97	1/8/98	0%	Legislative Team, FSA Agency Head
359	1.70.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	11/3/97	1/8/98	0%	
360	1.71 REC. #9: Plans should establish reporting requirements to periodically collect data from USDA field offices to measure program delivery to minority, women, and small and limited-resource farmers.	74d	10/1/97	1/16/98	10%	Lloyd Wright, Jeremy Wu, CR Director
361	1.71.1 Finalize and issue Dept policy defining requirements to collect data	44d	10/1/97	12/2/97	17%	Lloyd Wright, Mike Alexander, Sue Reilly
362	1.71.2 Incorporate requirement to use standard customer service survey to measure program delivery by RSNO.	30d	12/3/97	1/16/98	0%	Mike Alexander
363	1.72 REC. #8: Include in the Department's Strategic Plans goals to improve workforce diversity / civil rights. Set specific goals for minority and women-owned business participation in all program delivery, procurement, export, business development activities.	40d	11/3/97	12/31/97	0%	Lloyd Wright, Lee Bensey, Deputy ASA, CFO, OSDBU Director

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
364	1.72.1 Incorporate civil rights goals into Departments Strategic plan.	40d	11/3/97	12/31/97	0%	Mike Alexander
365	1.73 REC. #27: Hold all mangers accountable for carrying out the final decisions of the National Appeals Division and within 10 working days of their issuance.	234d	10/31/97	10/1/98	0%	NAD
366	1.73.1 Finalize and issue policy include in program manager standards of performance. (Combined with recommendation #26)	21d	10/31/97	12/1/97	0%	Lloyd Wright,Jeff Knishkowsy,Kathy Gugulis,Mike Alexander
367	1.73.2 Provide monthly reports to ASA.	174d	1/30/98	10/1/98	0%	Norm Cooper
368	1.73.3 Develop system for monitoring timely implementation of appeals decisions.	24d	12/10/97	1/15/98	0%	Norm Cooper,Lloyd Wright
369	1.74 REC. #28: Establish registry of minority farms to monitor land loss.	299d	10/31/97	12/31/98	0%	NASS,FSA Agency Head
370	1.74.1 Finalize brochure.	3d	11/20/97	11/24/97	0%	
371	1.74.2 Hold closeout briefing for ASA.	1d	12/1/97	12/1/97	0%	
372	1.74.3 Implement promotion of register.	14d	11/25/97	12/15/97	0%	
373	1.74.4 Print and issue brochure and instructions.	34d	11/19/97	1/10/98	0%	
374	1.74.5 Summarize the comments from stakeholders on the proposed instructions and brochure on the registry.	20d	10/31/97	11/28/97	0%	

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
375	1.74.6 Receive data from voluntary register.	40d	1/12/98	3/10/98	0%	FSA Agency Head
376	1.74.6.1 Analyze data.	1d	1/22/98	1/22/98	0%	
377	1.74.6.2 Data available for outside of the Department.	7d	3/2/98	3/10/98	0%	
378	1.74.6.3 First review of data available.	7d	1/12/98	1/21/98	0%	
379	1.74.6.4 Second review of data for Department use only.	6d	2/3/98	2/10/98	0%	
380	1.74.7 Assess effectiveness of census process for reaching more minority farmers and farmers on tribal lands.	195d	1/30/98	10/30/98	0%	NASS
381	1.74.8 Release national totals from the census data.	44d	11/2/98	12/31/98	0%	NASS
382	1.75 REC. #55: Ensure that all USDA Service Centers are accessible to the disabled.	130d	11/21/97	5/29/98	0%	National FAC
383	1.75.1 Monitor Agencies' self evaluation and direct corrective action.	130d	11/21/97	5/29/98	0%	CR Director
384	1.76 REC. #29: Slow the loss of minority-owned land--implement "Debt for Nature."	256d	10/1/97	10/1/98	4%	NRCS Agency Head
385	1.76.1 Develop and maintain a tracking system in order to monitor contracts and easements that are established so that appropriate management and enforcement actions can occur.	66d	10/1/97	1/6/98	0%	James Fortner,FSA Agency Head,Bob Misso,NRCS Agency Head

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
386	1.76.2 Make onsite visits of contract and easement areas to ensure that restoration and protection efforts are adequate.	125d	4/1/98	9/22/98	0%	James Fortner,FSA Agency Head,Bob Misso,NRCS Agency Head
387	1.76.3 Monitor borrower's opinions of the program in order to determine when and where improvements are needed.	1d	10/1/98	10/1/98	0%	James Fortner,FSA Agency Head,Bob Misso,NRCS Agency Head
388	1.76.4 Review a certain number of offices each year to ensure that proper implementation of the program is occurring.	1d	10/1/98	10/1/98	0%	James Fortner,FSA Agency Head,Bob Misso,NRCS Agency Head
389	1.76.5 Finalize and issue Secretary's Memo	15d	11/12/97	12/3/97	0%	Steve Probst
390	1.76.6 Incorporate into Dept. Regulations and Handbooks	32d	1/15/98	3/3/98	0%	Steve Probst
391	1.76.7 Redo Secretary's memos for implementing policy's (incorporating NRCS, FSA)	10d	10/15/97	10/28/97	100%	Steve Probst
392	1.77 REC. #35: Allow EQIP cost-share payments in the same year conservation practices are completed.	45d	11/3/97	1/8/98	0%	NRCS Agency Head
393	1.77.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	11/3/97	1/8/98	0%	
394	1.78 REC. #46: Increase EQIP funding from \$200 million to \$300 million and target the increase for assistance to minority and limited-resource farmers, ranchers, and Indian nations.	45d	11/3/97	1/8/98	0%	NRCS Agency Head
395	1.78.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	11/3/97	1/8/98	0%	
396	1.79 REC. #85: OGC must demonstrate its commitment to civil rights by establishing a division dedicated to providing legal counsel to the Department and agency officials on civil rights issues and diversifying its staff of attorneys at the	268d	9/12/97	9/30/98	17%	OGC

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
397	1.79.1 Associate General Counsel Follow-on and Office Implementation.	116d	9/12/97	3/2/98	40%	
398	1.79.1.1 Follow up on Lloyd's letter to the Department of Justice on the Civil Rights Division	1d	9/12/97	9/12/97	100%	Mike Alexander
399	1.79.1.2 Get a copy of the 1010 package for the civil rights division/ put in close out package	1d	9/19/97	9/19/97	100%	Mike Alexander
400	1.79.1.3 Schedule pre-close out and close out meetings	1d	9/19/97	9/19/97	0%	Mike Alexander
401	1.79.1.4 Prepare OGC pre closeout package	10d	9/12/97	9/25/97	100%	Mike Alexander, Giavanna Pullen
402	1.79.1.5 Meet with the new Associate and share Team 31's perspective on the new civil rights division, functions, etc.	33d	11/26/97	1/15/98	0%	Team 31
403	1.79.1.6 Meet with the Recruitment Committee to discuss plans to diversify OGC's work force	11d	9/24/97	10/8/97	100%	Team 31
404	1.79.1.7 Meet in six months to assess OGC's progress in staffing and establishing the division	1d	3/2/98	3/2/98	0%	Team 31, John Golden
405	1.79.2 Within one year, monitor the extent to which OGC has utilized its AEP to diversify its workforce.	22d	9/1/98	9/30/98	0%	CR Director
406	1.79.3 Ensure OGC's AERP adequately addresses diversity.	1d	1/2/98	1/2/98	0%	Mike Alexander, Lloyd Wright
407	1.79.4 Staff the Civil Rights Division with lawyers who are committed to civil rights in USDA and who specialize in civil rights law and have been, or will be, thoroughly trained in civil rights law.	189d	10/7/97	7/6/98	0%	Office of General Counsel

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
408	1.79.4.1 Recruit and hire staff attorneys	185d	10/7/97	6/30/98	0%	Associate General Counsel
409	1.79.4.2 Ensure staff attorneys have adequate training in civil rights.	130d	1/2/98	7/6/98	0%	Associate General Counsel, CR Director
410	1.79.5 Ensure that resources are adequate to meet the needs of the OGC CRD	30d	10/1/97	11/11/97	50%	OGC
411	1.80 REC. #65: Increase involvement of small and disadvantaged business in USDA programs.	236d	10/29/97	10/1/98	0%	OSDBU Director
412	1.80.1 Kathy Gugulis review submission of team deliverables.	10d	11/18/97	12/2/97	0%	
413	1.80.2 Schedule closeout meeting with ASA	1d	12/3/97	12/3/97	0%	
414	1.80.3 Assess progress in implementing new policy in performance appraisal process.	1d	10/1/98	10/1/98	0%	ASA
415	1.80.4 Implement new policy	43d	10/29/97	12/31/97	0%	OSDBU Director
416	1.81 REC. #36: Appoint small farm commission.	260d	10/2/97	10/8/98	22%	OSEC
417	1.81.1 Implement strategy developed by Small Farm Commission.	196d	1/6/98	10/8/98	0%	OSEC
418	1.81.2 Monitor and provide assistance to the small farm commission through completion of the report.	65d	10/2/97	1/5/98	90%	Peggy Cook

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
419	1.82 REC. #60: Establish an initiative to address the needs of farmworkers that could be addressed through USDA programs.	1d	8/26/97	8/26/97	0%	OSEC
420	1.82.1 Disaster assistance program not in HR 2185. Submit budget request to fund Disaster Assistance Program under section 281 of the 1990 Farm Bill.	1d	8/26/97	8/26/97	0%	
421	1.82.2 Farm worker safety, research, education and outreach program not in HR 2185. Submit budget request.	1d	8/26/97	8/26/97	0%	CSREES Agency Head, Ted Wilson
422	1.82.3 Fill Farm worker Coordination position	1d	8/26/97	8/26/97	0%	Director - Outreach
423	1.83 REC. #50: Target \$100 million annually from Rural Utilities Service Water and Waste Disposal Grant Program to Federally Recognized Indian Tribes.	45d	4/30/98	7/1/98	0%	RD Agency Head
424	1.83.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	4/30/98	7/1/98	0%	
425	1.84 REC. #51: Target \$50 million of RHS funds annually for the Farmworkers Housing Program:	45d	4/30/98	7/1/98	0%	RD Agency Head
426	1.84.1 Implement follow-up actions on overall legislative package and budget requests. (See Legislative follow-up section.)	45d	4/30/98	7/1/98	0%	
427	1.85 REC. #34: Allow eligibility for 502 single-family housing program direct loans without a credit history if applicants can demonstrate they have been able to live independently and pay rent and utility bills in a timely manner.	258d	9/26/97	9/30/98	0%	RD Agency Head, RHS Agency Head
428	1.85.1 Analyze impact of increased low-income eligibility for loans.	22d	9/1/98	9/30/98	0%	CR Director, RHS Agency Head
429	1.85.2 Implement New policy	66d	9/26/97	12/31/97	0%	RHS Agency Head

"For Internal Use Only"

CRIT TEAM FOLLOW-ON PLAN

"For Internal Use Only"

ID	Task Name	Dur	Start	Finish	%Com	Resource Names
430	1.86 REC. #42: Require land-grant institutions and major CSREES, ARS, ERS, FSA and NRCS programs to identify and give priority to the research and educational needs of the socially disadvantaged.	262d	9/30/97	10/8/98	0%	REE
431	1.86.1 Finalize and issue memo directing a mission area to sponsor an annuyal conference on research/education needs of socially disadvantaged.	5d	10/2/98	10/8/98	0%	OSEC
432	1.86.2 Coordinate and oversee liaisons efforts.	1d	10/1/98	10/1/98	0%	REE
433	1.86.3 Finalize/issue Sec. Memo directing Agency Heads and Land-grant universities to identify a research and education liaison and give priority to the socially disadvantaged	54d	9/30/97	12/15/97	0%	REE
434	1.86.4 Support and conduct conference.	219d	11/21/97	10/1/98	0%	REE

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status

Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
1	Delegate full civil rights authority to the ASA.	
	Secretary's memo 1010-4 Issued 5/16/97	Final
2	Delegate to ASA authority to rate Agency Heads on their civil rights performance elements.	
	Delegation of Authority to rate agency heads on their CR performance elements Secretary's Memo 1010-4 Issued 5/16/97	Final
3	Revise present Performance Review Board process, hold Subcabinet members, Agency Heads, and senior officials accountable.	
	Civil Rights Standards of Performance for DA Staff Directors 12/97	Final
4	Revise and reissue USDA's civil rights policy.	
	Secretary's Memorandum 4300-7 (Civil Rights Policy Statement). Issued 2/28/97	Final
	Revised Civil Rights Policy	Draft
5	Assure accountability, adopt and enforce a policy that the Department will take the appropriate adverse or disciplinary action against any manager found guilty of reprisal against any USDA employee or customer. Investigate all allegations of reprisal, and abuses of power, and whether the allegations appear meritorious, immediately remove the official from managerial duties pending full investigation.	
	PERSONNEL BULLETIN NO. 752-1 Reprisal Actions Against Employees and Others. Issued 7/31/97	Final
6	Streamline procedures to allow agencies to quickly take the appropriate adverse and disciplinary actions against employees who fail to provide program and services in compliance with all applicable civil rights law and regulations, or who discriminate against or harass USDA customers or employees.	
	PERSONNEL BULLETIN NO. 752-2 Discipline - Discrimination Cases issued 12/30/97	Final
7	Set example of diversity at top.	
	Memorandum from the Secretary on the Secretary's Workforce Diversity Plan for all political appointees, (Secretary's Plan). 7/97	Draft
	Secretary's Workforce Diversity Plan for Political Appointees 8/97	Draft
8	Include in the Department's Strategic Plans goals to improve workforce diversity and civil rights. Set specific goals for minority and women-owned business participation in all program delivery, procurement, export and business development activities.	
	ASA Memo to UnderSecretaries and Chief of Staff transmitting Civil Rights performance standards	Draft

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status

Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
9	Plans should establish reporting requirements to periodically collect data from USDA field offices to measure program delivery to minority, women, and small and limited-resource farmers.	
	Program Implementation Plan Briefing	Final
7	Guidelines for data collection and reporting requirements.	NC
10	Plans should include well-defined areas of responsibility and accountability. Performance standards and elements for Agency Heads and all senior officials should reflect the specific goals and objectives as identified in the Department's and agencies' strategic plan.	
	Civil Rights Performance Standards and Implementation Plans for Agency Heads and Senior Officials. 12/97	Final
11	Identify the core competencies and skills required to effectively manage people and serve customers, including recruitment and management of a diverse workforce and serving diverse customers. Require all promotions and selectees into managerial positions to demonstrate those competencies. Use employee and peer review surveys to assess managerial competence, provide feedback, and develop performance improvement plans for managers where needed.	
12	Require and provide ongoing training for all managers to enhance their people skills, including managing a diverse workforce. Develop criteria to measure effectiveness, provide specific time frames for managers to improve, and require Agency Heads to remove from managerial positions those whose performance fails to meet the criteria.	
	Secretary's Memo <u>USDA Policy on Training and Development for Team Leaders, Supervisors, Managers, & Executives</u>	Draft
	Personnel Bulletin 335-2, Leadership Competency Model for selection and Promotion	Draft
	Personnel Bulletin 430-2, Multi-Input Program for Supervisors and Managers.	Draft
13	The Department of Justice should investigate allegations of abuses of authority by the Office of Inspector General & Forest Service Law Enforcement.	
	Decision memorandum sent to Secretary	NC
14	The Secretary should direct the Forest Service to discontinue the practice of using its Law Enforcement staff to investigate Forest Service employees.	
	Forest Service Informational Memo to ASA regarding Forest Service law enforcement investigations issued 11/14/97	Final
15	The DOJ should advise the Secretary on the role and functions of the OGC at USDA as it relates to civil rights.	
	Same as Recommendation #85.	

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status
Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
16	Assure that local delivery of USDA credit programs is fair and equitable, work with the President and Congress to obtain the authority to make personnel selections and manage the Farm and Foreign Agricultural Service and Rural Development mission areas to ensure accountability down the line from the Secretary to the State and county levels.	
	ASA letter to FFAS, RD, and Civil Rights providing direction.	Draft
17	Modernize the FSA State and county committee system by converting all county non-Federal FSA positions, including county executive directors, to Federal status; changing the committee selection process; and removing county committees from any farm loan determinations.	
	Legislative package ---- Contained in H.R. 2185. 8/97	Final
18	Conduct a complete review of county committees and county office staffs to determine whether nepotism, conflict of interest, and/or discrimination in program delivery exists.	
	ASA Memo to FSA directing a complete review of county committees and county office staffs. Issued 11/14/97	Final
19	Establish a system to assure timely and equitable handling of loan applications by county offices, including review and concurrence by FSA and RD State directors within 30 days of any adverse decision that affects a member of a defined socially disadvantaged group.	
	ASA letter directing Under Secretaries to comply with recommendation	Draft
20	Require independent review of all pending foreclosures to determine whether discrimination in USDA programs contributed to foreclosure action.	
21	Require that all pending foreclosures or actions leading to foreclosure be halted until all appeals or any formal civil rights complaints have been completed.	
	FSA Notice FC-106 Suspending Farm Credit Foreclosures issued 3/12/97	Final
	FSA Notice FC-117 Creditworthiness Determinations. Issued 4/1/97	Final
	FSA Notice FC-114 Delay of Accelerations or Subsequent Actions Pending Review by USDA Independent Team. Issued 4/18/97	Final
	FSA Notice FC-150 Establishing State FSA Civil Rights Independent Review Groups to Review Pending Acceleration and Foreclosure Cases Issued 10/22/97	Final
22	Act on all existing program discrimination complaints within the next 120 days. Resolve those that can be resolved and bring all others to the point of adjudication within those 120 days.	
?	Monthly Status Report	NC

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status

Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
23	Require that an agency's civil rights office elevate a program discrimination complaint to the next higher level when no action has been taken within the time limit. When a delay occurs at the next higher level, that agency's civil rights office should apply the adverse inference rule and direct the agency to immediately act on the complaint in favor of the customer.	
24	Establish one program appeals system for all Mission Areas at USDA. Hold all litigation until the appeals process is complete.	
25	The National Appeals Division Director shall consider the impact of the NAD appeals process on the civil rights of farmers and coordinate the program appeals process with the Department's program discrimination complaints process.	
	Recommendations 23-25 combined: Operating Manual Explaining Program Discrimination Complaint Process. Issued 11/5/97	Draft
	Employee Training Video. To be issued by 1/15/98	Draft
	Complaint process brochures, complaint forms, and USDA Civil Rights poster. To be issued by 1/15/98	Final
	Regulation.	To be drafted
26	Require that the National Appeals Division and informal agency program appeals processes comply with established legal timelines and establish timelines in cases where they are not required by law. When NAD does not comply with these timelines and the Hearing Officer has ruled in favor of the customer, the Hearing Officer's ruling shall stand.	
27	Hold all managers accountable for carrying out the final decisions of the National Appeals Division and within 10 working days of their issuance.	
	Secretary's Memorandum on appeals timelines and Agency compliance with decisions	Draft
	Regulation implementing memo	To be drafted
28	Establish registry of minority farms to monitor land loss.	
	Minority Farm Register Form. Issued January 1998	Final
	Minority Farm Register Brochure issued January 1998	Final
	Minority Farm Register Survey	Draft
	Memo to USDA advising them of the Register	NC
29	Slow the loss of minority-owned land--implement "Debt for Nature."	

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status

Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
	Secretary's Memorandum No. (Farm Service Agency, Farm Loan Programs Natural Resources Conservation Programs).	Draft
30	Take action to remedy past discrimination against farmers.	
	None	
31	Allow farmers who have received debt write-down or whose farms are pending liquidation to continue eligibility for operating loans.	
	Legislation contained in H.R. 2185	issued 8/97
32	Extend lease back/buy back agreements.	
	Legislation contained in H.R. 2185	Final
	FSA Survey results to determine pool of eligible leaseback/buyback applicants	Issued 5/12/97
33	Improve tax position for debt write-downs.	
	FSA Notice FC-119 Income Tax Liability Resulting From Debt Write-Down	issued 5/28/97
34	Improve eligibility for home loans.	
	Rural Development HB -1-3550 Direct Single Family Housing Programs - Field Office Handbook. WSDC Manual, Issue No. Special	Issued 5/19/97
	Chapter 4 Section 3 Handbook Changes.	Issued 5/19/97
35	Allow EQIP cost-share payments in the same year conservation practices are completed.	
	Legislation contained in H.R. 2185	Final
36	Appoint small farm commission.	
	Departmental Regulation 1043-43 National Commission on Small Farms.	issued
37	Establish an Office of Outreach. Assign responsibility for the Outreach and Technical Assistance to Socially Disadvantaged Farmers (2501) program to this new office to assure Department-wide implementation.	1020-48
	Secretary's Memorandum No. 1020-48 Establishment of the Office of Outreach	issued 8/22/97
		Final

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status

Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
38	Develop a strategic outreach plan.	
	Secretary's Letter to Subcabinet Officials	Draft
	Strategic Outreach Plan for 1997 - 2002. Issued 5/30/97	Draft
39	Establish in each agency an outreach liaison position to coordinate and direct outreach programs in conjunction with the new USDA Office of Outreach.	
40	Establish State and National Outreach Councils. Require that Outreach Councils establish partnership with community-based organizations and 1890, 1994, and 1862 land-grant institutions, HACU, and REAP Initiatives to enhance program and service delivery to under-served communities.	
	Secretary's Memorandum No. Establish an Outreach Liaison Position and a State and National Outreach Council.	Clearance
	Decision Memo for ASA Implementing Recommendation #40. Issued 5/6/97	Final
41	Establish a partnership between USDA and the Department of Interior to develop a strategic outreach plan to address the needs of American Indian agriculture and land conservation.	
?	MOA	Draft
	Secretary Letter to ASA	Draft
	Secretary Letter to National FAC Chair (replacement)	Draft
42	Require land-grant institutions and major CSREES, ARS, ERS, FSA and NRCS programs to identify and give priority to the research and educational needs of the socially disadvantaged.	
	Secretary's Memo to Agency Heads	Draft
	Secretary's Letter to Land-Grant University Presidents	Draft
	Secretary's Memo to REE UnderSecretary re: annual conferences	Draft
43	Examine funding of institutions of higher education to determine if 1890 and 1994 land-grant institutions are receiving equitable support to assist USDA in carrying out its mission. USDA should adjust the budget recommendations and consider other statutory or regulatory changes required to eliminate any disparate funding of land-grant institutions.	
	Legislative items in Title 8, FAIR	Congress

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status
Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
44	Fully fund the Outreach and Technical Assistance to Socially Disadvantaged Farmers (2501) program at \$10 million annually.	
	Legislation contained in H.R. 2185.	Final
45	Extend and fully fund the Extension Indian Reservation program at \$8 million annually.	
	Legislation contained in H.R. 2185	Final
46	Increase EQIP funding from \$200 million to \$300 million and target the increase for assistance to minority and limited-resource farmers, ranchers, and Indian nations.	
	Legislation contained in H.R. 2185	Final
47	Fully fund the farm ownership and farm operating direct loan programs at \$85 million and \$500 million, respectively.	
	Legislation included in H.R. 2185	Final
48	Require that a higher percentage of farm ownership and farm operating direct loan funding be targeted to minorities and socially disadvantaged groups.	
?	Legislation not included in H.R. 2185.	Final
49	Dedicate one-third of the Fund for Rural America to serving the needs of socially disadvantaged customers.	
	Secretary's Letter to REE and RD Under Secretaries	Draft
	Resources 2000 Proposal	Draft
50	Target \$100 million annually from Rural Utilities Service Water and Waste Disposal Grant Program to Federally Recognized Indian Tribes.	
	Funding proposal in FY 99 Budget Package	Draft
51	Target \$50 million of RHS funds annually for the Farmworkers Housing Program.	
	Funding proposal, FY 99 Budget Package	Draft
52	Require consideration of under-served communities in USDA Service Center location decisions.	
53	Establish satellite offices where necessary to reach under-served customers.	

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status
Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
54	Establish full-time USDA Service Centers on Indian Tribal lands.	
	NFAC Memo Establishment of USDA Service Centers in Historically Underserved Communities issued 10/7/97	Final
	ASA Letter to NFAC Chair Establishment of USDA Service Centers in Historically Underserved Communities issued 9/22/97	Final
55	Ensure that all USDA Service Centers are accessible to the disabled.	
	ASA Memo to Office of Civil Rights USDA Service Center Accessibility and Agency Self-Evaluation Compliance issued 12/12/97	Final
	Departmental Notice No. 4300-1 USDA Self-Evaluation issued 12/5/97	Final
	504 Handbook w/Changes On file in Office of Civil Rights issued 12/10/97	Final
56	Ensure programs and forms are easily accessible and customer friendly.	
	ASA Memo to the NFAC Chair. Status of Streamlining Issued 12/5/97	Final
57	Strengthen the training program for FSA county committees and county office staff on all programs, with special emphasis on civil rights issues and outreach responsibilities.	
	Departmental Regulation Annual Departmental Civil Rights Training	Draft
58	Provide and document Title VI training for all volunteers and new field, State and Service Center employees on an annual basis.	
	Same as Recommendation No. 57	Draft

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status
Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
59	Ensure educational and technical assistance materials are available to all customers.	
	Departmental Regulation.	Clearance
	Handbook	Revising
60	Establish an initiative to address the needs of farmworkers that could be addressed through USDA programs.	
7	Budget request to fund the Disaster Assistance Program under Section 281 of the 1990 Farm Bill and for CSREES for farm safety research, education, and outreach programs for farm workers. Not included in H.R. 2185.	NC
7	Farmworker Initiative	NC
61	Enforce the requirement that those who use "restrictive-use pesticides" keep records of the application of their products.	
	ASA Memo to AMS and CSREES re: Pesticide Use Record Keeping	NC
62	Immediately provide pesticide information to health care providers treating pesticide-related illnesses.	
	ASA Memo re: Partnership with AMA	NC
63	Require USDA to use this information to prepare comprehensive annual pesticide use reports, as mandated in the 1990 and 1996 farm legislation.	
	ASA Memo re: Pesticide Use Report	NC
64	Enforce environmental justice.	
	Departmental Regulation (Environmental Justice, National Environmental Policy Act, Civil Rights Public Health and Safety).	Draft
65	Increase involvement of small and disadvantaged business in USDA programs.	
	??	NC
66	Review all SES designations, beginning with FSA, to determine if positions are appropriately designated as career-reserved or general.	
	Same as Recommendation #84	

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status
Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
67	Hold all managers accountable for a diverse pool of applicants for all vacancy announcements and target outreach and recruitment of under-represented groups as identified in the agency AEP's.	
	Departmental Regulation (Affirmative Employment and Recruitment Program)	Draft
	Personnel Bulletin No. 330-4 Core Competencies for Agency Recruiters and Outreach Representatives issued 10/14/97	Draft
	REAP Memorandum of Understanding (MOU) on hold	Draft
	Personnel Bulletin 335-1 - Recruitment, Advertisement and Outreach for Multi-Grade Positions issued 8/14/97	Final
68	Require all USDA employees to have civil rights training annually.	
	Same as Recommendation No. 57	Draft
69	Publicize and recognize those managers and agencies that have made significant accomplishments in workforce diversity.	
	ASA Memo "Revised Criteria for the Secretary's Honor Awards Program." 10/16/97	Draft
	Departmental Regulation: "Revised Criteria for the Secretary's Honor Awards Program".	Draft
	Guidelines for Dan Glickman Workforce Diversity Awards	Draft
70	Direct the Forest Service to end the use of surplus lists.	
	ASA memo to NRE "Directing the Forest Service to end the use of surplus lists." issued 6/11/97	Final
	Response from NRE acknowledging end of surplus lists. Issued 7/2/97	Final
71	Evaluate the role and function of the SEPM in accomplishing USDA's civil rights goals and objectives. The valuable resources dedicated to support SEPM could be used more effectively. Presently they are limited to the annual Special Emphasis activities as their primary function.	
	CR Memo Organization Structure and Function of the Special Emphasis Programs (SEP's)	Draft
72	Develop and implement retention programs to ensure a diverse work-force.	
	Personnel Bulletin 250-3 - Work Life Survey Guidelines issued 10/17/97	Final
	Personnel Bulletin 250-4 - Agency/Department Exit Interview Guidelines issued 9/4/97	Final

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status
Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
81	USDA Director of Civil Rights is ultimately accountable for investigations of program discrimination complaints. The Director may delegate to agency civil rights directors the authority to conduct preliminary investigations of program discrimination complaints, but must document any such delegation in writing, and may withdraw such authority from the agencies.	
	CR Memo Program Investigations. Issued 9/15/97	Final
82	The Director of Civil Rights will focus on improving the Department's enforcement of civil rights laws in program delivery, and ensure that adequate funds are allocated to enforcing civil rights in program delivery. The Director should consider reestablishing the position of desk officer or similar position that would provide specialized service to individual agencies.	
	CR Organizational Package	Draft
83	Give the Department's new Director of Civil Rights the authority to create a qualify, competent staff capable of implementing an effective civil rights program at USDA. This authority includes the flexibility to reassign and hire staff.	
	Civil Rights Office Organizational Plan	Draft
84	Change the designation of the Director of Civil Rights from SES general to SES career reserved, but do not allow that process to hold up the immediate appointment of a permanent Director of Civil Rights.	
7	84 - Position has been changed to Career Reserved as so stated in vacancy announcement issued to replace Lloyd Wright.	Draft
	Listing of SES position designations in USDA.	Final
85	OGC must demonstrate its commitment to civil rights by establishing a division dedicated to providing legal counsel to the Department and agency officials on civil rights issues and diversifying its staff of attorneys at the highest levels.	
	ASA Approved Organizational Chart for OGC establishing the Civil Rights Division. Issued 6/16/97	Final
	Memorandum for the Deputy Secretary Additional Funding For Civil Rights Unit in OGC for FY 98 & FY99 issued 8/20/97	Final
	CR Memo Proposed staffing plan for the OGC Civil Rights Division. Issued 7/11/97	Final
	CR Memo Proposed functions for the OGC Civil Rights Division. Issued 7/11/97	Final
	CR Memo Recommendations for Diversifying the Office of General Counsel. Issued 6/24/97	Final

Matrix for Civil Rights Implementation Team Recommendation Deliverables Status

Printed: January 9, 1998

Rec. No.	Recommendation Number and List of Deliverables	Deliverable Status
86	To ensure that each USDA agency has civil rights accountability, each agency must have a civil rights director who reports to the agency head.	
87	Agency civil rights programs must include program planning/analysis, compliance, and complaints management. In addition, agencies must have documented, measurable goals and timetables to address civil rights in program delivery and employment, under-representation, work force diversity, and procurement.	
	Departmental Regulation, "Agency Civil Rights Programs"	Draft
88	The EEO counselor positions, including resources, must be returned to the agencies from the Department's Civil Rights Office. All EEO counselors must be in a full-time civil rights position.	
	Same as Recommendation #91.	
89	Adopt and announce as USDA's official policy that management is responsible for preventing conflict and resolving disputes at the lowest possible level by resolving the underlying issues and preventing recurrence of conflicts. Resolve conflicts using an "interest based" approach whenever possible.	
90	Convene a team to develop a USDA program implementing the Department's Conflict Management Team (CMT).	
	Secretary's Memorandum (USDA Conflict Management Policy Statement and Directive re: conflict prevention and resolution center)	Draft
	CR / ASA Memorandum (EEO Counselor Evaluation Sheet)	Draft
	Departmental Directive (Conflict Prevention and Resolution)	Draft
91	Eliminate the Dispute Resolution Boards and close the Department's Civil Rights Regional Service Centers.	
	ASA Memo to Agencies, "Authority to Transfer Counselors to Agencies"	Final
	CR Memo, "Closure of Regional Service Centers".	Final
	CR Organizational Chart	Draft
92	Consolidate management functions and offices under the Assistant Secretary for Administration.	
	Sec Memo 1010-4 May 6, 1997	Final
	Memo from ASA to the Secretary, Departmental Administration Reorganization Proposal, October 21, 1997 (includes proposed organizational chart)	Final