



United States
Department of
Agriculture

January 1998

Civil Rights
Implementation Team

Transition Plan

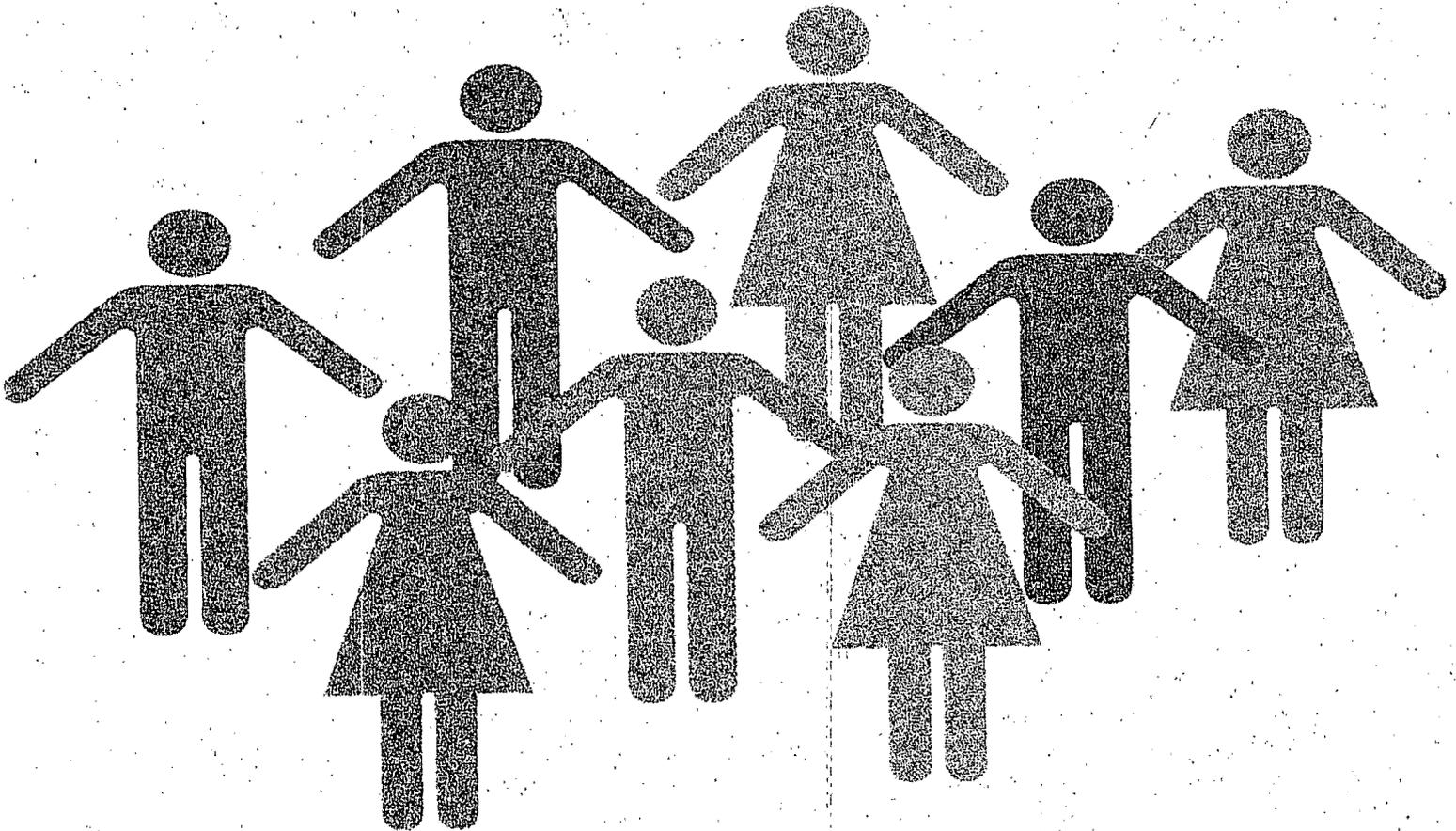


Table of Contents

| | |
|-----------------------------|----------|
| 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

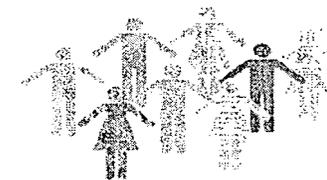
Kathy Gugulis

Questions and Answers

Closing Statement

Under/Assistant
Secretaries

Adjourn



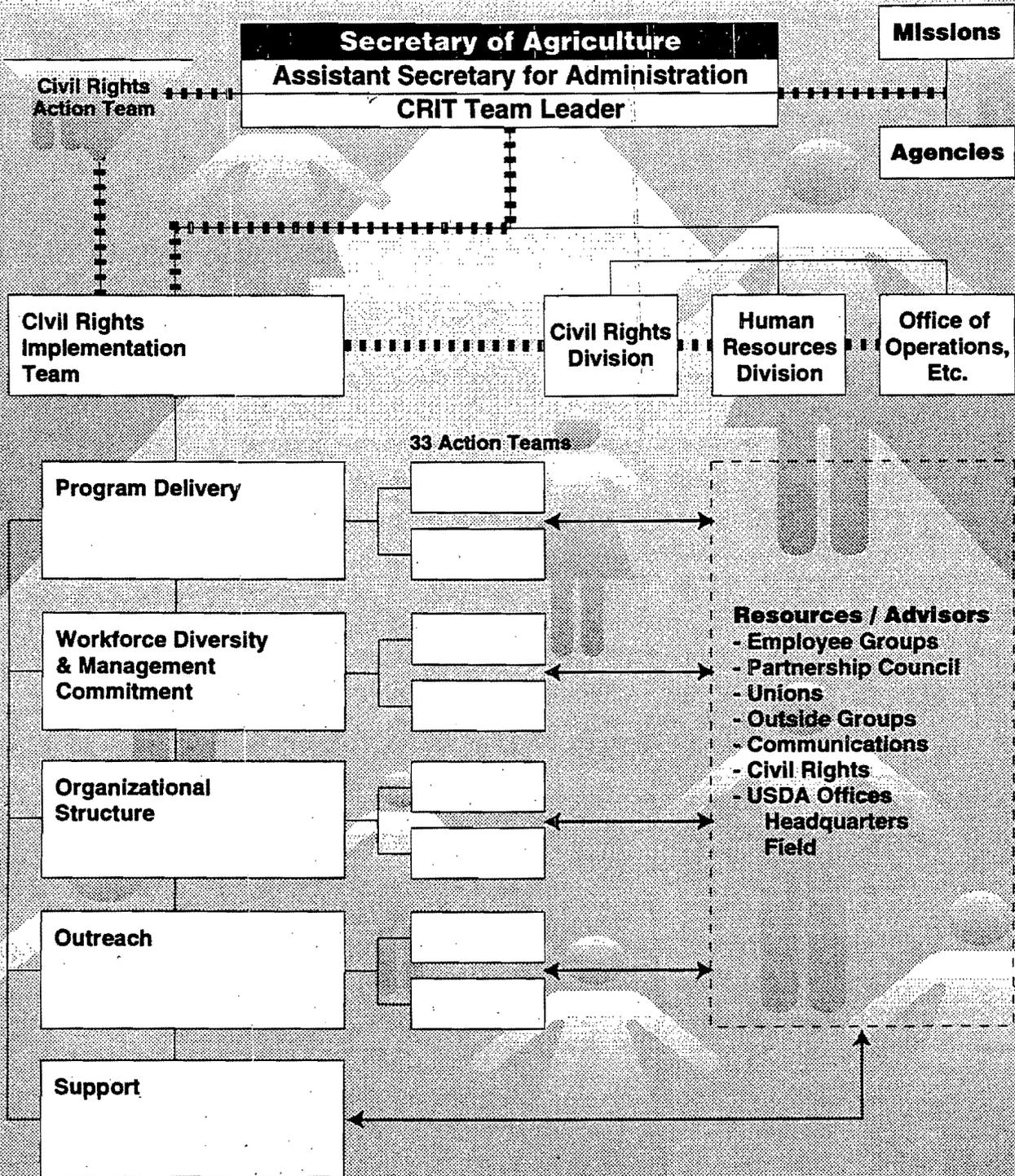
Civil Rights Implementation Team

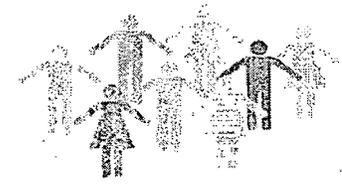
Transition Plan Briefing

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



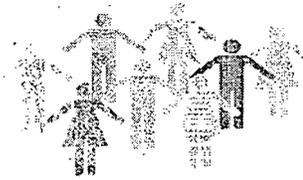


Civil Rights Implementation Team

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.**



Civil Rights Implementation Team

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.**

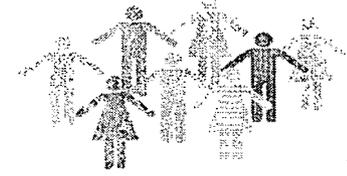


Civil Rights Implementation Team

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.



Civil Rights Implementation Team

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**

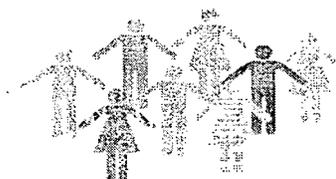


Civil Rights Implementation Team

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.



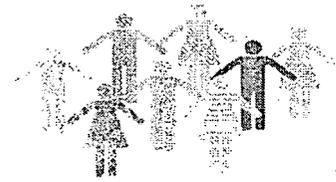
Civil Rights Implementation Team

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**



Civil Rights Implementation Team

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**

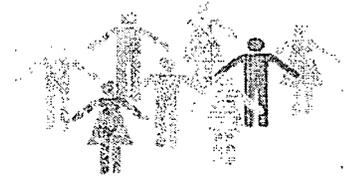


Civil Rights Implementation Team

Key Deliverables for Civil Rights Goal

3. Workforce Diversity and Employment Practices

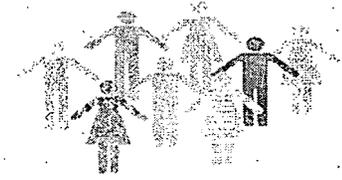
- **Affirmative Employment and Recruitment Plan**
- **Employee Complaints Process**
- **Civil Rights Diversity Training**
- **Workforce Planning Policies**
- **Workforce Diversity Plan for Political Employees--
Management Training**
- **Multi-grade Positions**
- **Exit Interviews**
- **Workplace Satisfaction**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



Civil Rights Implementation Team

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**
-

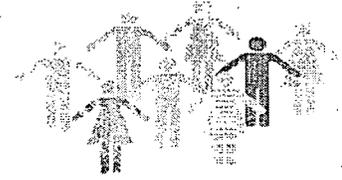


Civil Rights Implementation Team

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**



Civil Rights Implementation Team

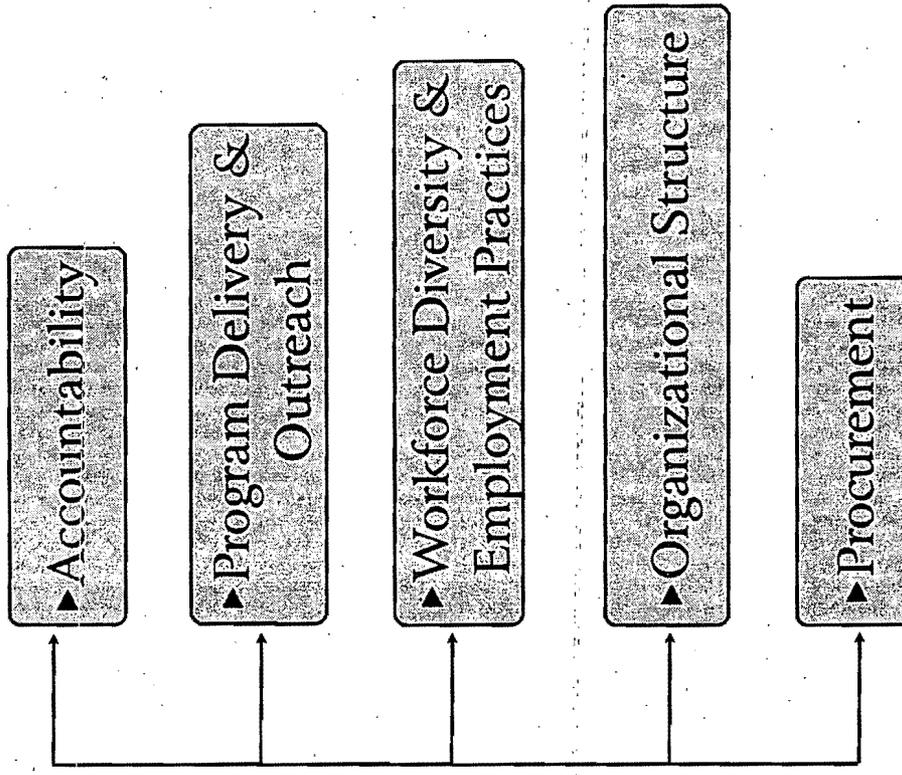
Civil Rights Program Implementation

Performance Standards Linked To Strategic Goals

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

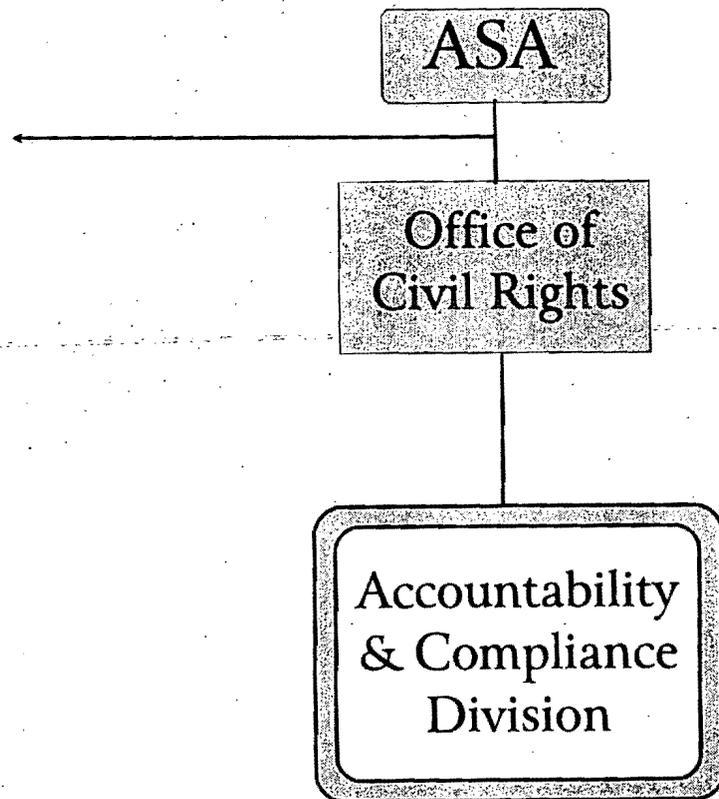
Civil Rights Program Implementation

Performance Standards



Civil Rights Program & Performance Standards Assessment

Civil Rights Accountability & Compliance Division



- Accountability
- Program Delivery
- Workforce Diversity
- Organization/Structure
- Procurement

- ▶ Assess progress towards accomplishing performance standards
- ▶ Assess progress of CR program implementation
- ▶ Prepare quarterly assessment report for ASA

CIVIL RIGHTS PERFORMANCE STANDARDS ASSESSMENT

AGENCY _____

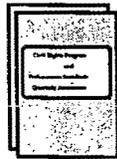
As Of _____

| <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) | | | | |

CR Program Implementation Schedule

| ID | Task Name | Dur | Start | Finish | 1998 | | | | | | | | | | | |
|----|--|------|----------|----------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | | | | | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep |
| 1 | I ACCOUNTABILITY | 297d | 8/26/97 | 10/15/98 | ◆ | | | | | | | | | | | |
| 2 | 1.1 Strategic Planning | 90d | 11/3/97 | 3/6/98 | ◆ | | | | | | | | | | | |
| 3 | 1.1.1 REC. #8 Develop CR Strategic Plans. | 90d | 11/3/97 | 3/6/98 | ◆ | | | | | | | | | | | |
| 11 | 1.2 Performance Standards | 114d | 9/30/97 | 3/6/98 | ◆ | | | | | | | | | | | |
| 12 | 1.2.1 REC. #2, #10 Establish CR Performance Standards | 114d | 9/30/97 | 3/6/98 | ◆ | | | | | | | | | | | |
| 27 | 1.3 Reprisal Policy | 215d | 12/15/97 | 10/9/98 | ◆ | | | | | | | | | | | |
| 28 | 1.3.1 REC. #5: Establish reprisal procedures and policy. | 215d | 12/15/97 | 10/9/98 | ◆ | | | | | | | | | | | |
| 36 | 1.4 CR Policy | 78d | 10/1/97 | 1/16/98 | ◆ | | | | | | | | | | | |
| 37 | 1.4.1 REC. #4: Revise and reissue USDA's civil rights policy. | 55d | 11/3/97 | 1/16/98 | ◆ | | | | | | | | | | | |
| 42 | 1.4.2 REC. #6: Establish disciplinary policy & procedures. | 67d | 10/1/97 | 1/1/98 | ◆ | | | | | | | | | | | |
| 46 | 1.5 REC. #7: Develop Secretary's memo for Workforce diversity plan for political appointees. | 231d | 8/26/97 | 7/15/98 | ◆ | | | | | | | | | | | |
| 52 | 1.6 REC. #11: Identify the core competencies and skills required to effectively manage people and serve customers. | 80d | 10/1/97 | 1/20/98 | ◆ | | | | | | | | | | | |

Civil Rights Program & Performance Standards Reporting



- Monthly Report
- Quarterly Report



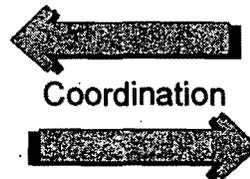
- Strategic Plans
- Performance Standards
- Reprisal Policy

Accountability & Compliance Division



- Performance Standards Assessment
- CR Program Schedule Update

- ▶ Agencies
- ▶ DA Offices
- ▶ OSEC Offices



Functional Responsibility

| | |
|-------------------------------------|---|
| CR Program Investigation Division | • CR Compliance |
| OSDBU | • CR Procurement |
| Outreach Office | • Outreach Program Delivery |
| HRM | • Management Training |
| CR EEO Complaints Division | • Workforce Diversity |
| FAC | • Field Service Centers |
| CR Program Complaints Division | • Program Delivery |
| Congressional / White House Liaison | • Legislation • HR 2185 • White House Reports |

Civil Rights Performance Rating

Quarterly Assessment towards achieving CR Performance Standards

| CIVIL RIGHTS PERFORMANCE STANDARDS ASSESSMENT | | AGENCY: _____ | | As of _____ | |
|---|------------|---------------|--|-------------|--|
| Performance Standards | Assessment | Narrative | | | |
| ACCOUNTABILITY | | | | | |
| Strategic Planning | | | | | |
| PERFORMANCE | | | | | |
| Monthly | | | | | |
| Annual Policy | | | | | |
| PROGRAM DELIVERY | | | | | |
| Self-Inspection | | | | | |
| Call Program | | | | | |
| Outlets | | | | | |
| Program | | | | | |
| Dissemination | | | | | |
| Collaborative | | | | | |
| Agreements | | | | | |
| Environmental | | | | | |
| Health | | | | | |
| Child Welfare | | | | | |
| ECDF | | | | | |
| Local Application | | | | | |
| Connect Federal | | | | | |
| Partners | | | | | |
| County Committee | | | | | |
| Assessment | | | | | |
| Partners | | | | | |
| Identify Partners | | | | | |
| Respect | | | | | |

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

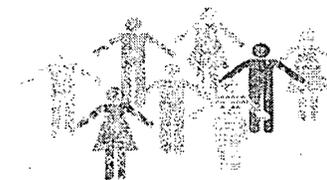
| Agency | Civil Rights Performance Rating | | | Remarks |
|--------|---------------------------------|------------------|---------------|---|
| | Exceeds | Fully Successful | Does Not Meet | |
| FS | | | X | <i>Accountability - Red</i> Performance standards not yet signed. |
| NRCS | | | X | <i>Program 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 | <i>Program Delivery - Red</i> |
| 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
-



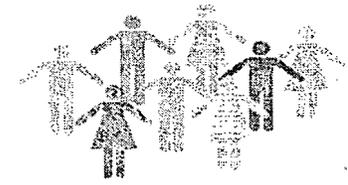
Civil Rights Implementation Team

Transition Plan Briefing

Transition Roles

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

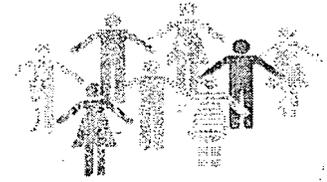
- **Subcabinet**
- **Assistant Secretary for Administration and Departmental Administration Staff**
- **Agency Heads**



Civil Rights Implementation Team

Role of Assistant Secretary for Administration and Departmental Administration Staff

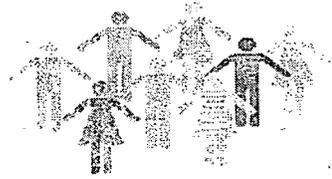
- 1. Provide Leadership, Coordination, and Guidance for USDA-Wide Civil Rights Policy and Procedures**
- 2. Administer Civil Rights Related Programs**
- 3. Evaluate, Assess, Review, and Monitor**



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**

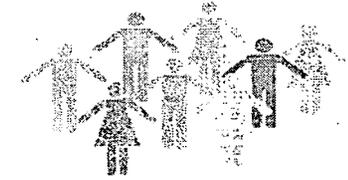


Civil Rights Implementation Team

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**

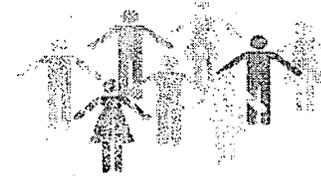


Civil Rights Implementation Team

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**



Civil Rights Implementation Team

Role of Subcabinet

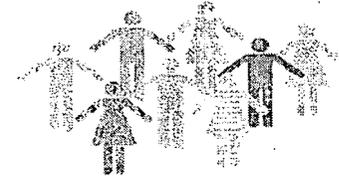
- 1. Support Civil Rights Goals**
- 2. Provide Leadership for Implementing Civil Rights Goals and Policies**
- 3. Advance Department's Legislation and Budget Requests**
- 4. Ensure Accountability**



Civil Rights Implementation Team

Role of Agency Heads

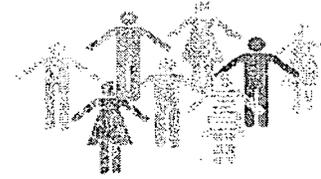
- 1. Implement Civil Rights Goals, Policies and Procedures**
- 2. Develop Civil Rights Strategic Plans and Reports**
- 3. Implement Affirmative Employment and Recruitment Program**
- 4. Provide Sufficient Staff and Funding**
- 5. Provide Monthly and Quarterly Progress Reports**
- 6. Conduct Compliance 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)

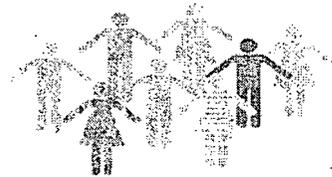
- **Leadership & Partnership Role**
Civil Rights Will Provide Leadership And Guidance To Implement CRIT Policies
- **Reorganization of Office of Civil Rights**
Reestablished Program Investigations Division Hired New Investigators
Established Accountability Division
Established Tracking Division
- **Linkage 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



Civil Rights Implementation Team

Role of Office of Civil Rights (Con't)

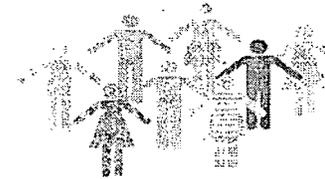
- **Civil Rights and Diversity Training**
 - All Employees Should Attend CR Training
 - Agencies Have Flexibility For Cost Effectiveness
 - CR To Provide Coordination And Modules/ Video Tapes
- **Program Complaints Process**
 - Program Complaint Process Has Been Reengineered
 - Preliminary Inquires Are 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)

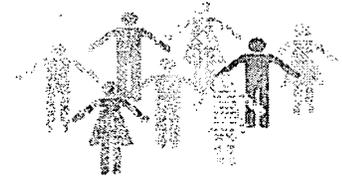
- **Performance Measures/ Standards of Performance**
 - Accountability Division Will Track Standards for All Agency Heads and Staff Directors
 - Monthly Self-Assessments
 - Quarterly Reports On Performance Measures
- **Affirmative Employment and Recruitment Plan**
 - Guidance Is Being Finalized
 - Plans 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

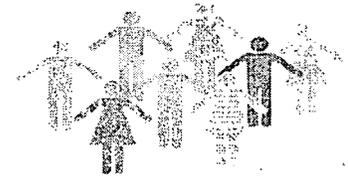
- **Leadership & Partnership Role**
- **Workforce Planning**
- **Human Resource Management Evaluation**
- **Work Life Surveys**
- **Exit Interviews**
- **Core Competencies for Recruiters**



Civil Rights Implementation Team

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

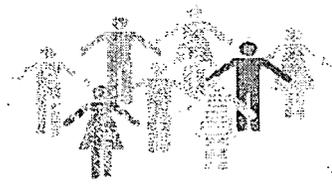
- **Competencies for Managers**
- **Multi-Grade Positions**
- **Multi-Input System Managers & Supervisors**
- **Reprisal Policy**
- **Disciplinary Actions for Discrimination**
- **Reporting Requirements**



Civil Rights Implementation Team

Role of Office of Outreach (I)

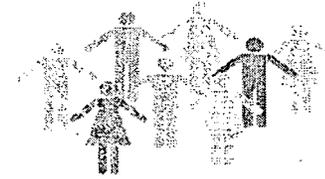
- **Leadership & Partnership Role**
- **National Outreach Councils**
- **State Outreach Council**
- **Agency Liaisons and Working Group**
- **2501 Outreach Programs**
- **Partnership with U. S. Department of Interior**
- **Minority Farm Register**



Civil Rights Implementation Team

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% | (Carnill) |
| 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 mangers 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"

| ID | Task Name | Dur | Start | Finish | %Com | Resource Names |
|-----|---|-------|----------|----------|------|---|
| 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"

| ID | Task Name | Dur | Start | Finish | %Com | Resource Names |
|-----|---|-------|----------|----------|------|------------------------------|
| 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 Knishkowy,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 into 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 Knishkowy |
| 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 Knishkowy,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 EXTOKNET 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% | Legislatvie 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 Knishkowy,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). Revised Civil Rights Policy | Issued 2/28/97 Final 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). Secretary's Workforce Diversity Plan for Political Appointees | 7/97 Draft 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 USDA Policy on Training and Development for Team Leaders, Supervisors, Managers, & Executives | 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 |

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. | |
| ? | 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 |