Sustaining the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations

ANNUAL EQUAL EMPLOYMENT OPPORTUNITY

PROGRAM STATUS REPORT

Equal Employment Opportunity Commission

Management Directive 715

Fiscal Year 2020 Accomplishments
October 1, 2019 to September 30, 2020
and

Fiscal Year 2021 Planned Activities
October 1, 2020 to September 30, 2021

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Contents

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MD-715

Parts A Through E

Part A - Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code	Agency Code	FIPS Code
U.S Department of Agriculture	Forest Service	201 14th Street, S.W.	Washington	DC	20250	AG11	01779803

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	28,965	7,373	36,338

Part C.1 - Head of Agency and Head of Agency Designee

Agency Leadership	Name	Title
Head of Agency	Tom Vilsack	Secretary, U.S. Department of Agriculture
Head of Agency Designee	Victoria C. Christiansen	Chief, Forest Service

Part C.2 - Agency Officials Responsible for Oversight of EEO Programs

EEO Program Staff	Name	Title	Occ. Series	Pay Plan and Grade	Phone Number	Email Address
Principal EEO Director/Official	Michael Watts	Director, Office of Civil Rights	0260	ES-00	202-205-0827	michael.watts2@usda.gov

EEO Program Staff	Name	Title	Occ. Series	Pay Plan and Grade	Phone Number	Email Address
Accountability and Compliance Program Manager	Christopher Moore	Assistant Director	0260	GS-15	703-605-4858	christopher.moore@usda.gov
EEO Complaint Processing Program Manager	Debra Harrell	Branch Chief	0260	GS-14	404-273-4010	daharrell3@usda.gov
Diversity, Equity and Inclusion Program Manager	Berlinda Baca	Branch Chief	0301	GS-14	505-842-3863	berlinda.baca@usda.gov
Hispanic Employment Program Manager (SEPM)	Fidel Trujillo	Outreach Specialist	0301	GS-13	505-842-3865	Fidel.Trujillo@usda.gov
Federal Women's Program Manager (SEPM)	Gina Ikeda	Outreach Specialist	0301	GS-13	505-944-4024	gina.ikeda@usda.gov
Disability Employment Program Manager (SEPM)	Jessica Torres	Program Specialist	0301	GS-13	505-563-7735	Jessica.torres@usda.gov
Special Placement Program Coordinator PWD	Emily Ortiz	Lead HR Specialist	0201	GS-12	505-563-9336	emily.ortiz@usda.gov
Reasonable Accommodation Program Manager	Sherry L. Neal	Branch Chief	0260	GS-14	801-625-5806	sherry.neal@usda.gov
Anti-Harassment Program Manager	Jeffrey Patterson	Branch Chief	0301	GS-15	828-877-3265	jeffrey.patterson@usda.gov

EEO Program Staff	Name	Title	Occ. Series	Pay Plan and Grade	Phone Number	Email Address
Conflict Management and Prevention Program Manager	Rhonda A. Thomas	Branch Chief	0301	GS-14	202-205-9507	rhonda.thomas@usda.gov
Reporting and Analytics Program Manager	Carolyn Sanders	Branch Chief	0260	GS-14	202-205-0961	Carolyn.sanders@usda.gov
Program Analyst	Linda Lynch	Program Analyst	0343	GS-13	580-755-0404	linda.l.lynch@usda.gov
Program Analyst	Craig J. Willis	Program Analyst	0343	GS-13	202-401-4463	craig.willis@usda.gov

Part D.1 – List of Subordinate Components Covered in this Report

Subordinate Component	City	State	Agency Code
Northern Region, Missoula, MT	Missoula	MT	AG11
Rocky Mountain Region, Golden, CO	Golden	CO	AG11
Southwestern Region, Albuquerque, NM	Albuquerque	NM	AG11
Intermountain Region, Ogden, UT	Ogden	UT	AG11
Pacific Southwest Region, Vallejo, CA	Vallejo	CA	AG11
Pacific Northwest Region, Portland, OR	Portland	OR	AG11
Southern Region. Atlanta, GA	Atlanta	GA	AG11
Eastern Region, Milwaukee, WI	Milwaukee	WI	AG11
Alaska Region, Juneau, AK	Juneau	AL	AG11

Subordinate Component	City	State	Agency Code
Northern Research Station, Newtown Square, PA	Newtown Square	PA	AG11
Pacific Southwest Research Station, Albany, CA	Portland	OR	AG11
Pacific Northwest Research Station, Portland, OR	Albany	CA	AG11
Rocky Mountain Research Station, Fort Collins, CO	Fort Collins	CO	AG11
Southern Research Station, Ashville, NC	Asheville	NC	AG11
International Institute of Tropical Forestry	San Juan	PR	AG11
Northeastern Area State & Private Forestry	Newtown Square	PA	AG11
Forest Product Laboratory	Madison	WI	AG11

Part D.2 – Mandatory and Optional Documents for this Report

Did the Agency submit the following mandatory documents?	Yes or No	Comments
Organizational Chart	Yes	Appendix C1
EEO Policy Statement	Yes	Appendix C2
Strategic Plan	Yes	Appendix C3
Anti-Harassment Policy and Procedures	Yes	Appendix C4
Reasonable Accommodation Procedures	Yes	Appendix C5
Personal Assistance Services Procedures	Yes	Appendix C5
Alternative Dispute Resolution Procedures	Yes	Appendix C11

Did the Agency submit the following mandatory documents?	Yes or No	Comments
Applicant Flow Data Collected	No	Currently working with HRM to prepare pivot table reports necessary to generate data to populate new workforce tables
Barrier Analysis Conducted (Hispanics in the Federal Workforce)	Yes	FOREST SERVICE conducted a barrier analysis on Hispanic women in the 0301 MCO and their lack of advancement in the permanent workforce (See I.1)
Disability Goal Met EEOC PWTD = 2% EEOC PWD =12%	 Yes No	 2.41% 7.73%

Did the Agency submit the following optional documents?	Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	No	N/A
Disabled Veterans Affirmative Action Program (DVAAP) Report	No	N/A
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	No	N/A
Diversity and Inclusion Plan under Executive Order 13583	No	N/A
Diversity Policy Statement	No	N/A
Human Capital Strategic Plan	No	The most recent Human Capital Plan (HCP) expired in 2017. The Human Capital Strategic Planning staff is working on a final version of the HCP. As of

Did the Agency submit the following optional documents?	Yes or No	Comments
		09/30/2020, it is in draft form. In the interim, employees may access HCP updates on the following intranet website: [Human Capital Strategic Planning](#)
EEO Strategic Plan	No	N/A
Results from the most recent Federal Employee Viewpoint Survey or Annual Employee Survey	No	N/A

Part E – Executive Summary

This report is the FY2020 Federal Agency Annual Equal Employment Opportunity (EEO) Program Status Report of the U.S. Forest Service (FOREST SERVICE), in compliance with the U.S. Equal Employment Opportunity Commission's (EEOC) Management Directive 715-02 (MD-715). This report and corresponding analyses demonstrate the agency's commitment to establishing and maintaining an effective civil rights program, inspiring a culture of equal opportunity, safety and wellness, diversity and inclusion and ensuring a model workplace free from unlawful discrimination in its policies, practices and procedures through active engagement, training, and compliance reviews.

Part E.1 -- Mission

The Forest Service's mission is to sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations. The Forest Service's motto is *Caring for the Land and Serving People,* which embodies the Forest Service mission. The Forest Service is comprised of five organizational units: (1) protection and management of natural resources on National Forest System lands; (2) research on all aspects of forestry, rangeland management, and forest resource utilization; (3) community assistance and cooperation with state and local governments; (4) forest industries and private landowners to help protect and manage non-federal forest and associated range and watershed lands to improve conditions in rural areas; and (5) achieve and support and effective workforce that reflects the full range of diversity of the American people and international assistance in formulating policy and coordinating U.S. support for the protection and sound management of the world's forest resources.

The Office of Civil Rights services the Forest Service's workforce. The Office of Civil Rights' mission is guided by the Secretary's OneUSDA principles, in collaboration and guidance from the Office of the Assistant Secretary for Civil Rights (OASCR). The OASCR provides leadership and direction for the fair and equitable treatment of all customers and employees while ensuring the delivery of quality programs

and enforcement of civil rights. The Office of Civil Rights has four organizational units: Field Operations, Accountability and Compliance, Diversity, Equity and Inclusion, and the Director's staff. Field Operations is comprised of five Zone Civil Rights Directors and six Deputy Zone Civil Rights Directors. Accountability and Compliance includes three Branch ChieForest Service and two Program Coordinators: Informal EEO Complaints, Formal EEO Complaints, Reports and Analytics, Resolving Official Program, and the Alternative Dispute Resolution Program.

This year's Forest Service Annual Equal Employment Opportunity (EEO) Program Status Report highlights the Agency's commitment to creating a culture of safety, respect, inclusion, and freedom from discrimination. This report illustrates marked achievements for critical goals and objectives to become a "Model Equal Opportunity Organization," but also directly focuses on the Agency's Part G -Self-Assessment, Part H-Deficiencies, Part I-Barriers, and Part J-Special Program Plan for the Recruitment, Hiring, and Advancement and Retention of Persons with Disabilities.

The MD-715 provides a roadmap for creating effective EEO programs for all federal employees, as required by Title VII and the Rehabilitation Act. The stated objective of the Directive is to ensure all employees and applicants for employment enjoy equality of opportunity in the federal workplace, regardless of race, sex, national origin, color, religion, disability, or reprisal for engaging in prior protected activity. Additionally, the Forest Service seeks to ensure the same opportunities for all groups regardless of age, genetic information, pregnancy, sexual orientation, or other prohibited bases.

This report requires agencies to take appropriate steps to ensure all employment decisions are free from discrimination. It establishes the standards for Regions/Stations/Areas' (RSAs) EEO Programs. The RSAs programs are reviewed by the Forest Service's Office of Civil Rights, including but not limited to the requirement that Regions/Stations/Areas conduct periodic self-assessments and barrier analyses to identify and remove barriers that may preclude access to equal employment opportunities in the workplace.

This report was completed utilizing data compiled at the end of Fiscal Year (FY) 2020, covering October 1, 2019, through September 30, 2020. The workforce data includes permanent employees extracted from the United States Department of Agriculture's (USDA) National Finance Center (NFC) database.

Part E.2 – Essential Elements A-F

The Forest Service completed the Agency Self-Assessment Checklist designed to measure the essential elements of the EEO program. The Agency reviewed its progress in meeting the six Essential Elements necessary to be considered a model EEO program. However, certain deficiencies were identified when gauged against the specific measures identified in the Self-Assessment Checklist in Part G. We have commented on or created plans in Part H to address those deficiencies.

The six model employer elements include:

A. Demonstrated Commitment From Agency Leadership
B. Integration of EEO into Agency's Strategic Mission
C. Management and Program Accountability
D. Proactive Prevention of Unlawful Discrimination

E. Efficiency

F. Responsiveness and Legal Compliance

The EEOC established specific measures for each of the six elements of a model EEO program. Each Forest Service component reports to the EEOC whether the 155 specified measures were met, unmet or not applicable. The Forest Service increased its overall compliance rate with the EEOC measures from 95.9% in FY2019 to 97.37% in FY2020.

The scorecard below shows the percentage of measures met by all Forest Service components for FY2019 and FY2020. Notably, four of the six essential elements show 100% compliance or unchanged from the previous FY.

Model EEO Program Scorecard

Essential Element	FY2019 % Met	FY2020 % Met
Essential Element A: Demonstrated Commitment From Agency Leadership	86.67%	93.33%
Essential Element B: Integration of EEO into the Agency's Strategic Mission	100.00%	100.00%
Essential Element C: Management and Program Accountability	97.83%	100.00%
Essential Element D: Proactive Prevention of Unlawful Discrimination	100.00%	100.00%
Essential Element E: Efficiency	100.00%	100.00%
Essential Element F: Responsiveness and Legal Compliance	90.91%	90.91%
Total	95.90%	97.37%
Total Measures	155	155

Essential Element A – Demonstrated Commitment From Agency Leadership

The Forest Service demonstrated a firm commitment to equal opportunity for its employees and applicants. During FY2020, Forest Service Chief Victoria Christiansen reaffirmed her commitment to USDA's Civil Rights policies and EEO principles and the importance of a diverse and inclusive workforce within the Agency. Under the Secretary's OneUSDA principles, all mission areas were held to a consistent standard.

The USDA Civil Rights policy statement and the USDA Anti-Harassment policy were signed and updated on May 22, 2020, and are currently posted on all Forest Service electronic portals, including the internet and intranet. Safety and health protocols due to COVID-19 have limited physical posting of this policy in all offices with a Forest Service presence (i.e., break rooms, conference rooms and hallway bulletin boards) for viewing by employees and customers.

The Forest Service issued supplemental guidance and information on anti-harassment, the EEO program and Alternative Dispute Resolution to all managers and supervisors and posted the guidance on the Forest Service internet/intranet websites and embedded the guidance within new employee orientation materials. Diversity, New Supervisor, and Manager training were available to managers and supervisors, affirming the Forest Service's commitment to training and educating its leaders to enhance their knowledge, skills, and abilities. USDA's Anti-harassment policy, dated May 22, 2020, was concurrently issued with the Civil Rights policy statement.

USDA released a new Reasonable Accommodation (RA) policy and revised the reasonable accommodation procedures during FY2020. In FY2021, RA training on the latest practices will be provided to all Forest Service employees.

In accordance with MD-715 guidance, the performance appraisal form for all managers and supervisors includes a critical element that evaluates EEO commitment. The element provides that successful performance:

➢ Demonstrates a personal commitment to Civil Rights (CR) and equal opportunity by ensuring that EO principles are used in the full range of personnel actions, including new hires, promotions, awards, disciplinary actions, and training.

➢ Adheres to the Federal Government's merit systems principles through proactive measures to strengthen diversity and ensure that all employees and applicants with the FOREST SERVICE are treated fairly and equitably.

➢ Ensures that the workplace is free of all forms of unlawful discrimination, including harassment. Acts promptly and effectively to address reports of unlawful discrimination, including harassment. Monitors the work environment to ensure employees are not subjected to retaliation for reporting unlawful discrimination, including harassment or participating in an inquiry or investigation.

➢ Cooperates with the Conflict Management and Prevention (CMP) Program.

The Agency ensured its policies and procedures concerning EEO matters were available to all employees. In each job vacancy announcement, under the "Special Employment Consideration" section, all applicants were provided the process to request reasonable accommodations.

Essential Element B – Integration of EEO into the Agency's Strategic Mission

This element requires the Forest Service's EEO program to be organized and structured in a manner that maintains a workplace free from discrimination in all the Agency's policies, procedures and practices to support the Agency's strategic vision of equality and inclusion. EEO is an integral part of achieving the goals included in the Agency's strategic mission.

The National Civil Rights Director reports to the Undersecretary of Natural Resources and Environment and meets regularly with the USDA Forest Service Agency-Head (Chief). The National Civil Rights Director has access to the Chief, Director, Human Resources Management (HRM), Deputy Chief, Business Operations and Senior Executive for Workforce Environment Performance Office (WEPO) to discuss any EEO-related and work environment issues.

The Office of Civil Rights identified and remedied barriers that impeded the performance of strategic objectives to the Agency's mission. The Office of Civil Rights, the Work Environment and Performance Office, and Human Resources Management met periodically to discuss issues related to EEO, diversity and inclusion, employee development and other workplace issues. They collaborated to review management policies, procedures, and practices. This continuous collaboration synergized the Agency's efforts towards a workplace focused on equality and opportunity.

The National Civil Rights Director has the authority to ensure the implementation of Agency EEO plans to improve program efficiency and eliminate identified barriers to equal opportunity. The Forest Service allocates sufficient funds to continue the operation of this program sucessfully.

The Office of Civil Rights structure includes the Assistant Director, Accountability and Compliance, Assistant Director, Field Operations, EEO Formal Complaints Branch, Reports and Analytics Branch, and Diversity, Equity, and Inclusion Branch.

Essential Element C – Management and Program Accountability

In FY2020, the Office of Civil Rights provided leadership, direction, and guidance in carrying out the Agency's EEO program. As part of this responsibility, the Office of Civil Rights administers the Agency-wide Civil Rights program, including EEO complaint processing, Diversity, Equity, Inclusion, and the Reasonable Accommodation Program. The Reasonable Accommodation Program transitioned to Human Resources Management, effective November 30, 2020). The Work Environment and Performance Office administered the Anti-harassment program and the Conflict Management and Prevention program. The Office of Civil Rights conducted regular program reviews to ensure adherence to regulatory requirements. The Agency established policies and guidelines that were available to all employees. These policies and procedures were implemented to prevent any form of discrimination, including but not limited to harassment and retaliation. The Agency provided a separate but equally important set of guidelines regarding reasonable accommodations to qualified individuals with disabilities. The Office of Civil Rights coordinated the development and implementation of EEO plans and guidance with the appropriate Agency officials, including Human Resources Management (HRM) and the Work Environment and Performance Office (WEPO). The Office of Civil Rights collaborates with HRM and WEPO, facilitating actions to improve existing policy, draft new and implement.

Essential Element D – Proactive Prevention

This element requires the Agency to intercede early to prevent inappropriate workplace interactions from becoming discriminatory and eliminate EEO barriers in the workplace.

The Forest Service demonstrated a firm commitment to EEO for its employees and applicants. During FY2020, Forest Service Chief Victoria Christiansen reaffirmed her commitment to EEO principles and the importance of a diverse and inclusive workforce within the Agency. During FY2020, Agency leadership undertook comprehensive efforts to heighten communication and transparency, invest in employees, foster inclusive workplaces, and strengthen the engagement and productivity of Forest Service employees. The scores in this report validate past efforts and will help the Agency focus on future endeavors.

The Human Resources Management staff, in coordination with the Office of Civil Rights, annually completes the Federal Equal Opportunity Recruitment Program (FEORP) Report and the Disabled Veterans Affirmative Action Plan (DVAAP). The results from these reports identify the current progress of the Agency to employ a diverse workforce that is inclusive of veterans. These reports also gauge the Agency's success rate for achieving its persons with targeted disability goals and serve as tools for setting future goals and targets.

The Office of Civil Rights will continue the partnership with Human Resources Management on agency-wide diversity and inclusion initiatives. The Office of Civil Rights will continue its collaborative relationships with the Agency's leadership to strengthen the Agency's Special Emphasis Programs (SEPMs).

The Forest Service adopted the following initiatives to address harassment and to meet the EEOC's goals for proactive prevention:

Harassment Reporting Center

During FY2020, the Agency worked aggressively to end harassment, to provide protection, and to hold accountable those who commit harassment in the workplace. The Agency improved the Anti-Harassment Program based on employee feedback, adding case managers to evaluate every new report. New case management liaisons kept affected employees informed. The Harassment Reporting Center was available to all employees and anyone who conducted business with the Forest Service.

FY2020 Accomplishments

➢ From FY2018 to FY2020, harassment reporting declined by 30%. However, caution is urged in trend analysis as FY2019 was affected by a 5-week government shutdown, and FY2020 was affected by maximized telework due to COVID-19.

➢ Three case manager positions were created to assess initial anti-harassment inquiries. The average processing times of anti-harassment inquiries were reduced from 163 days in FY2018 to 72 days in FY2020.

➢ The Agency completed an extensive revision of the 2016 anti-harassment policy to incorporate changes in organization and procedures. The anti-harassment policy statement was dated May 22, 2020.

➢ The Agency analyzed the results of the 2019 National Work Environment Survey and utilized it to improve work environment program development and delivery.

Conflict Resolution and Employee Well-Being

FY2020 Accomplishments

➢ The Mindfulness, Resiliency, and Coaching Branch continued to offer space for employees to feel grounded, balanced, and feel a renewed sense of passion and commitment to the mission of the Agency. The Branch offered monthly mindfulness webinars on communication, gratitude, tackling holiday stress, and provided a mindfulness toolkit.

- The Work Environment and Performance Office piloted the Peer Support Program under a charter, similarly to those used by the Bureau of Land Management, the Park Service, and the US Geological Survey. Participation in the Peer Support Program is a collateral duty for agency employees. The Peer Support Program will be available on local units to describe and refer employees to the various external and internal processes and resources available to employees. They will also be available to provide local training.

- The Work Environment and Performance Office drafted an Ombudsman Program charter to include one program manager and one associate program manager. The Ombudsman will serve as a confidential, informal, impartial, and independent problem-solving resource.

- The Conflict Management and Prevention Program offered alternative dispute resolution services for non-EEO workplace disputes, including conflict coaching, mediation, facilitated discussion, and group intervention. They provided monthly webinars on a range of topics aimed at improving workplace relationships.

- The Chief's Employee Advisory Group fostered active listening and learning between agency leadership and employees.

Wall-to-Wall Services

For reports not under a formal inquiry or investigation, the Agency ensured appropriate leadership attention, with guidance from anti-harassment case managers and assistance from the Conflict Management and Prevention program. Services offered were alternative dispute resolution, including coaching, mediation, facilitated discussion, and group intervention. In addition, alternative reporting options for anti-harassment reporting were available via normal EEO complaint channels and the Office of the Inspector General (OIG) hotline.

New Rules for Supervisors

The Forest Service's enhanced anti-harassment policy mandated anti-harassment training for all employees and required all supervisors to report any allegation of sexual harassment and sexual misconduct within 24 hours. Supervisors must also contact local law enforcement within 24 hours if an allegation includes sexual assault or other criminal activity of a sexual nature and report non-sexual harassment/misconduct within three days.

Information and Resources

The Agency issued an anti-harassment Leader Guide, Leader Quick Reference, and a Pocket Card for all employees to get help if they experienced harassment or conflict in the workplace. These are currently available online and webinars, tools, and resources to demystify the harassment reporting process.

Adapting Processes

The Forest Service committed to doing more to end harassment, assault, bullying, and retaliation. Active exchanges between Agency leadership and employees included "Listen and Learn" sessions, a Chief's Employee Advisory Group, and dozens of networks across the Agency. The Forest Service used these channels to explore initiatives such as the Peer Support Program to help employees know all the available

resources and an Ombudsman Program to offer a confidential, informal, independent problem-solving resource.

This is Who We Are

The FY2020 Accomplishments

➢ The Agency hosted a Train the Ambassadors This is Who We Are session for 150 volunteer ambassadors to lead the organizational culture program modules. The Ambassadors explored our agency's mission, purpose, and core values as well as our code and commitments in practical and applicable terms. The Ambassadors were provided a significant amount of time for personal reflection and connection to the material and opportunities to learn from peers and build relationships.

➢ The This is Who We Are intranet site debuted in December 2019 and includes expanded content and employee resources (training modules, posters, engagement tools, etc.) This employee resource continues to grow and evolve with new tools and resources developed by the steering team and employees across the agency. This is who we are (Forest Service.fed.us)

➢ Refined National New Employee Orientation with This is Who We Are as the foundation and cornerstone of the employee experience. Two sessions were held before the pandemic for 300 employees.

➢ The Forest Service initiated new onboarding webinars for all new employees as part of the New Hire experience initiative alongside our Business Operations partners. Thousands of onboarded employees were allowed to participate in the two-day onboarding sessions.

Essential Element E – Efficiency

This element requires the Agency to ensure effective systems for evaluating the impact and effectiveness of the Agency's EEO Programs and an efficient and fair dispute resolution process.

The Forest Service envisions a work environment where every employee feels safe, valued, and respected. To achieve this, the Agency created a values-based organization, taking steps to prevent harassment, bullying, and retaliation and assessing our progress along the way. The Forest Service provided support programs to empower employees, address harassment when concerns arose, and ensure accountability.

Federal Employment Acceptability

All individuals employed under contract, other formal agreements, and Administratively Determined personnel must submit the OPM form, OF-306, Declaration for Federal Employment. Completing the form eliminates hiring individuals who have been fired or quit after notification that they would be terminated for workplace harassment, indiscretions, or criminal activity.

Reasonable Accommodation

➢ In FY2020, the Forest Service had 216 new reasonable accommodation requests.
➢ There were 420 non-telework-related inquiries for reasonable accommodation specific to COVID-19.

➢ The Forest Service's rate of completion for reasonable accommodation requests for FY2020 was 92 percent. The standard rate of completion set by USDA is 90 percent within 30 business days.

EEO Complaints Processing

The Office of Civil Rights utilizes the iComplaints data tracking system to accurately track all information and dates related to EEO complaint activity. The National Civil Rights Director used this data in periodic meetings with senior Agency leadership to assess complaints progress and discuss ways to advance the efforts of the Agency. The Civil Rights Office measured its results per the year-end "Statistical Report of Discrimination Complaints," Form 462. The workforce data was obtained from the USDA NFC database.

During FY2020, the Formal EEO Complaints staff prepared and published quarterly EEO Complaint Trend analysis reports. Within the report, several activities were highlighted, including numbers and types of complaints filed by bases and issues, knowledge gained, and actions taken or planned due to these analyses.

In FY2020, USDA's Office of the Assistant Secretary for Civil Rights (OASCR) processed 367 formal complaints for all of USDA; about 19 percent were Forest Service cases. The Forest Service per capita[1] rate of formal complaint activity was 0.19 percent (of 37,503 permanent and temporary employees). For the remainder of USDA, the per capita rate of formal complaint activity is 0.53 percent (of 55,525 permanent and temporary, excluding Forest Service employees).

The Forest Service had 70 formal complaints filed in FY2020, compared to 96 formal complaints filed for the same period in FY2019, representing a 27 percent decrease in formal complaint activity compared to the same period last fiscal year.

One-hundred and eleven (111) complaints were closed from October 1, 2019, through September 30, 2020. Of the 111 complaints closed:

➢ 18 complaints were closed by a settlement agreement
➢ 8 cases were withdrawn
➢ 85 final agency decisions were issued. Of the 85 complaints issued, final agency decisions:
  ▪ 69 were findings of no discrimination
  ▪ 10 were procedural dismissals
  ▪ 6 were findings of discrimination

In comparison, in FY2019, 168 complaints were closed. Of the 168 cases closed:

➢ 28 complaints were closed by a settlement agreement
➢ 14 complaints were withdrawn
➢ 126 final agency decisions were issued. Of the 126 complaints issued, final agency decisions:
  ▪ 113 were findings of no discrimination
  ▪ 11 were procedural dismissals
  ▪ 2 were findings of discrimination

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[1] Per capita means per person. It is used here to report an average per person. It provides a way to approximate how FOREST SERVICE compares to the rest of the agency.

- Non-sexual harassment-based discrimination was the most prevalent issue raised in the Forest Service in FY2020. Below are additional issues raised in formal complaints:
  - Disciplinary actions (30 in FY2020 and 28 in FY2019)
  - Promotion/non-selection (16 in FY2020 and 20 in FY2019)
  - Terms and conditions of employment (8 in FY2020 and 39 in FY2019)
- The Forest Service developed, conducted, monitored, and evaluated its Civil Rights programs, events, documentation, and training to ensure all employees and managers knew Civil Rights regulations, processes, policies, practices, procedures, and requirements. In addition, the Agency placed greater emphasis on creating and sustaining a safe, resilient, and respectful work environment via the Work Environment and Performance Office (WEPO) and Civil Rights initiatives.

Essential Element F – Responsiveness and Legal Compliance

The Agency was in 90.91% compliance with this essential element. MD-715 guidance requires the Agency to fully comply with EEO statutes, EEOC regulations, EEOC policy guidance and other written instructions. For example, the Agency was not in compliance in the timely posting of quarterly No FEAR Act data, under 29 C.F.R. Sections 1614.703-705. 111 complaints were closed from October 1, 2019, through September 30, 2020. Of the 111 complaints closed:

- 18 complaints were closed by a settlement agreement
- 8 cases were withdrawn
- 85 final agency decisions were issued. Of the 85 complaints issued, final agency decisions:
  - 69 were findings of no discrimination
  - 10 were procedural dismissals
  - 6 were findings of discrimination

Part E.3 – Workforce Analyses

In support of the Agency's equal employment goal, this report analytically summarizes the Forest Service's workforce makeup, emphasizing areas of underrepresentation and overrepresentation compared to relevant benchmarks. The FY2020 Federal Agency EEO Program Status Report (MD-715) objectives and action items progress is below.

Workforce Analysis Topics:

- FY2020 Total Workforce Overview (Tables A/B1)
- FY2020 Permanent Workforce Overview (Tables A/B1)
- Participation Rates for Mission Critical Occupations (MCOs) (Tables A/B6)
- Senior Grade Profiles
- Management Profiles
- Permanent New Hires (Tables A/B1)
- Employee Recognition and Awards (Tables A/B9)
- Separations
- Veteran Hires

Total Workforce

Total workforce composition declined from FY2018 through FY2020 by 638 (or -1.12%) employees. The groups with the most declines were Hispanic females (-40); American Indian/Alaskan Native females (-35); Black females (-28); and American Indian/Alaskan Native males (-24).

The following groups exceeded the 2010 Civilian Labor Force (CLF) or EEOC Federal Goal indicator for Persons with Disabilities or Persons with Targeted Disabilities:

- ➢ Hispanic males,
- ➢ White males,
- ➢ Native Hawaiian/Other Pacific Islander males,
- ➢ American Indian/Alaskan Native males and females,
- ➢ Two or more races, males and females,
- ➢ Persons with targeted disabilities;
- ➢ and all males.

Note: Total workforce numbers contain permanent and temporary employee counts, which ebb and flow situationally throughout the FY. Also, a detailed analysis of the "Two or More Races" male and female categories was omitted, resulting from employee ERI codes number fluctuations. Hispanic and Latino employees often report in both Hispanic Latino and Two or More Races categories, skewing the correct counts. See Table 1.

Table 1 features the total workforce numbers for FY2020. The onboarding percentages below CLF are in red.

ACRONYM DEFINITIONS

- ➢ **HM –** Hispanic male, HF – Hispanic female
- ➢ **WM -**White male, WF -White female
- ➢ **BM-**Black male, BF- Black female
- ➢ **AM-** Asian male, AF- Asian female
- ➢ **NH/OPIM-** Native Hawaiian/Other Pacific Islander Males, NH/OPIF- Native Hawaiian/Other Pacific Islander Females
- ➢ **AI/ANM-** American IndiaN/Alaskan Native Males, AI/ANF- American IndiaN/Alaskan Native Females
- ➢ **TMRF-** Two or more races males, TMRF- Two or more races females; PWD- Persons with disabilities, PWTD- Persons with targeted disabilities, Males, Females

Table 1. FY2018 – FY2020 Total Workforce Participation Rates: Permanent & Temporary

Race, Gender, Disability	CLF	FY2020		FY2019		FY2018		Net Change %	Difference
	2010	TOTAL	%	TOTAL	%	TOTAL	%	FY18-FY20	
TOTAL		36338		34863		35700		-1.12%	638
HM	5.17%	1900	5.23%	1799	**5.16%**	1881	5.27%	-0.21%	19
HF	4.79%	840	**2.31%**	845	**2.42%**	880	**2.46%**	**-6.35%**	**-40**
WM	38.33%	18966	52.19%	18087	51.88%	18570	52.02%	-0.82%	396
WF	34.03%	9731	**26.78%**	9399	**26.96%**	9688	**27.14%**	**-3.47%**	43
BM	5.49%	701	**1.93%**	673	**1.93%**	699	**1.96%**	**-3.31%**	2
BF	6.53%	561	**1.54%**	562	**1.61%**	589	**1.65%**	**-9.52%**	**-28**
AM	1.97%	394	**1.08%**	377	**1.08%**	381	**1.07%**	**-2.96%**	13
AF	1.93%	283	**0.78%**	283	**0.81%**	290	**0.81%**	**-3.74%**	**-7**
NH/OPIM	0.07%	107	0.29%	88	0.25%	89	0.25%	9.18%	18
NH/OPIF	0.07%	29	0.08%	23	0.07%	24	0.07%	**-3.33%**	5
AI/ANM	0.55%	904	2.49%	895	2.57%	928	2.60%	**-3.42%**	**-24**
AI/ANF	0.53%	436	1.20%	436	1.25%	471	1.32%	**-12.27%**	**-35**
TMRM	0.26%	1139	3.13%	1071	3.07%	938	2.63%	35.27%	201
TMRF	0.28%	342	0.94%	320	0.92%	266	0.75%	58.33%	76
PWD	12.00%	2615	**7.20%**	2374	**6.81%**	2387	**6.69%**	6.26%	228
PWTD	2.00%	809	2.23%	763	2.19%	782	2.19%	0.87%	27
MALES	51.86%	24113	66.36%	22992	65.95%	23489	65.80%	0.10%	624
FEMALES	48.14%	12225	**33.64%**	11871	**34.05%**	12211	**34.20%**	**-3.45%**	14

Source: USDA NFC Reporting Center MD-715 Tables A1 and B1 (September 30, 2020)

Concerning identifying any triggers warranting barrier analyses, the following groups have the greatest degree or variance of less than expected representation in the total workforce when compared to their corresponding CLF or EEOC goals:

➢ White females had a participation rate of 26.78%, while their CLF was 34.04%.
➢ Black females had a participation rate of 1.54%, while their CLF was 6.53%.
➢ Females overall had a participation rate of 33.64%, while their CLF was 48.14%.
➢ Persons with disabilities had a participation rate of 7.20% compared to the EEOC goal of 12%.

Permanent Workforce

Table 2 depicts the permanent workforce from FY2018 through FY2020. Groups below the CLF onboard percentages are highlighted in red. The Forest Service, permanent workforce composition increased by 1,497 (or 4.36%) employees from FY2018 through FY2020. The groups with the greatest gains were:

➢ White males
➢ Two or more races males
➢ White females; and all males.
➢ At the end of FY2020, persons with disabilities were below the 12% EEOC goal (7.73%), and persons with targeted disabilities were above the 2.00% EEOC goal (2.41%).

With respect to identifying any triggers warranting barrier analyses, the following groups were noted as having the greatest degree or variance of less than expected representation in the total workforce when compared to their corresponding CLF or EEOC goals:

➢ Black females had a participation rate of 1.86%, while their CLF was 6.53%.
➢ Females overall had a participation rate of 34.50%, while their CLF was 48.14%.
➢ Persons with disabilities had a participation rate of 7.73% compared to the EEOC goal of 12%.

Table 2. FY2018 – FY2020 "Permanent" Workforce Participation Rates

Race/ Gender/ Disability	CLF	FY2020		FY2019		FY2018		Net Change %	Difference
	2010	TOTAL	%	TOTAL	%	TOTAL	%	FY18-FY20	FY18-FY20
TOTAL		28965		27414		27468		4.36%	1497
HM	5.17%	1532	5.29%	1401	5.11%	1439	5.24%	6.54%	93
HF	4.79%	766	2.64%	758	2.77%	769	2.80%	-2.67%	-3
WM	38.33%	15033	51.90%	14208	51.83%	14126	51.43%	6.05%	907
WF	34.03%	7837	27.06%	7519	27.43%	7684	27.97%	-0.99%	153
BM	5.49%	612	2.11%	591	2.16%	604	2.20%	0.16%	8
BF	6.53%	540	1.86%	543	1.98%	562	2.05%	-7.85%	-22
AM	1.97%	291	1.00%	273	1.00%	272	0.99%	4.30%	19
AF	1.93%	237	0.82%	247	0.90%	250	0.91%	-4.44%	-13
NH/OPIM	0.07%	79	0.27%	66	0.24%	58	0.21%	46.30%	21
NH/OPIF	0.07%	26	0.09%	20	0.07%	19	0.07%	18.18%	7
AI/ANM	0.55%	720	2.49%	705	2.57%	726	2.64%	-2.70%	-6
AI/ANF	0.53%	382	1.32%	383	1.40%	397	1.45%	-9.05%	-15
TMRM	0.26%	702	2.42%	517	1.89%	414	1.51%	101.72%	288
TMRF	0.28%	203	0.70%	178	0.65%	142	0.52%	61.11%	61
PWD	12.00%	2239	7.73%	2049	7.47%	2035	7.41%	6.92%	204
PWTD	2.00%	699	2.41%	682	2.49%	686	2.50%	-0.71%	13
MALES	51.86%	18971	65.50%	17763	64.80%	17642	64.23%	7.49%	1329
FEMALES	48.14%	9994	34.50%	9651	35.20%	9826	35.77%	-1.12%	168

Source: USDA NFC Reporting Center MD-715 Tables A1 and B1 (September 30, 2020)

Permanent Mission Critical Occupation (MCO) Participation Rates

The Forest Service generally outpaces the "occupational CLF" (OCLF) benchmarks among permanent positions that typify field-based, natural resource vocations. At the end of FY2020, there were 17,551 permanent employees in the ten mission-critical occupation series, accounting for 60.59% of the permanent workforce. Occupations falling below their associated CLF are depicted in red. See Table 3.

Although White males demonstrated below OCLF triggers in multiple mission-critical occupations, the overall focus concerned the underrepresentation of females and minorities. A barrier analysis among 0301

Hispanic Women precipitated an action plan supporting their representation. The Forest Service is closely monitoring and further analyzing all mission-critical occupation categories below the OCLF.

The Agency will continue working on this situation within the Workforce Planning Process, Strategic Hiring Engagement Sessions, and National Hiring Collective. Categories with onboard percentages below OCLF are highlighted in red. See Table 3.

Table 3. FY2020 Permanent MCO Series CLF Comparison

Below, the CLF is in red font	Hispanic		White		Black		Asian		NHOPI		AIAN		Two or More Races	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
0301 Miscellaneous Admin and Program	99	94	891	678	54	95	17	23	2	2	31	38	26	18
	4.77%	4.55%	43.09%	32.79%	2.61%	4.59%	0.82%	1.11%	0.10%	0.10%	1.50%	1.84%	1.26%	0.87%
OCLF	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	0.10%	0.10%	0.20%	0.40%	2.60%	2.30%	0.30%	0.40%
0340 Program Management	42	11	351	203	26	11	3	3	2	0	17	6	11	4
	6.09%	1.59%	50.87%	29.42%	3.77%	1.59%	0.43%	0.43%	0.29%	0.00%	2.46%	0.87%	1.59%	0.58%
OCLF	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	0.10%	0.10%	0.20%	0.40%	2.60%	2.30%	0.30%	0.40%
0401 General Biological Science	76	54	969	877	27	21	15	22	0	1	12	14	19	15
	3.58%	2.54%	45.66%	41.33%	1.27%	0.99%	0.71%	1.04%	0.00%	0.05%	0.57%	0.66%	0.90%	0.71%
OCLF	1.90%	2.10%	47.30%	35.00%	1.20%	1.80%	0.00%	0.00%	0.40%	0.20%	4.10%	4.30%	0.40%	0.30%
0408 Ecology	4	5	128	107	0	1	3	3	1	0	2	2	3	1
	1.54%	1.92%	49.04%	41.00%	0.00%	0.38%	1.15%	1.15%	0.38%	0.00%	0.77%	0.77%	1.15%	0.38%
OCLF	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%	1.40%
0454 Rangeland Management	12	13	170	110	0	0	0	0	0	0	3	5	3	3
	3.76%	4.08%	53.29%	34.48%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.94%	1.57%	0.94%	0.94%
OCLF	1.40%	0.50%	79.50%	13.20%	1.80%	0.20%	0.00%	0.00%	1.30%	0.30%	0.30%	0.20%	0.40%	0.00%
0460 Forestry	59	14	881	287	27	6	10	6	0	0	19	6	13	3
	4.43%	1.05%	66.19%	21.56%	2.03%	0.45%	0.75%	0.45%	0.00%	0.00%	1.43%	0.45%	0.98%	0.23%
OCLF	1.40%	0.50%	79.50%	13.20%	1.80%	0.20%	0.00%	0.00%	1.30%	0.30%	0.30%	0.20%	0.40%	0.00%
0462 Forestry Technician	1106	122	6087	1223	140	2	76	20	25	1	251	42	305	38
	11.72%	1.29%	64.49%	12.96%	1.48%	0.02%	0.81%	0.21%	0.26%	0.01%	2.66%	0.45%	3.23%	0.40%
OCLF	3.40%	3.40%	40.20%	33.40%	3.70%	4.50%	0.10%	0.00%	0.50%	0.30%	4.10%	4.30%	0.60%	0.40%
0810 Civil Engineering	47	15	311	103	11	4	12	4	1	1	10	4	9	5
	8.75%	2.79%	57.91%	19.18%	2.05%	0.74%	2.23%	0.74%	0.19%	0.19%	1.86%	0.74%	1.68%	0.93%
OCLF	3.70%	0.60%	74.10%	7.50%	2.90%	0.60%	0.00%	0.00%	0.30%	0.10%	7.40%	1.10%	0.80%	0.10%
1101 General Business &Industry	10	23	65	261	8	28	2	4	0	1	1	11	3	7
	2.36%	5.42%	15.33%	61.56%	1.89%	6.60%	0.47%	0.94%	0.00%	0.24%	0.24%	2.59%	0.71%	1.65%
OCLF	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	0.10%	0.10%	0.20%	0.40%	2.60%	2.30%	0.30%	0.40%
1170 Realty	5	14	97	140	7	8	0	3	0	0	2	4	0	7
	1.74%	4.88%	33.80%	48.78%	2.44%	2.79%	0.00%	1.05%	0.00%	0.00%	0.70%	1.39%	0.00%	2.44%
OCLF	3.50%	4.20%	39.90%	40.90%	3.10%	4.10%	0.10%	0.00%	0.20%	0.40%	1.20%	0.90%	0.40%	0.40%

Source: USDA NFC Reporting Center MD-715 Tables A6 and B6 (September 30, 2020)

Additionally, with respect to persons with disabilities and persons with targeted disabilities, the following series exceeded the 12% and 2% EEOC benchmarks, respectively:

Persons with targeted disabilities:

- ➢ 1101, General Business and Industry,
- ➢ 0301 Miscellaneous Administration and Program,
- ➢ 0401, General Biological Science; 0810, Civil Engineering, and
- ➢ 1101, General Business and Industry.

With respect to identifying any triggers warranting barrier analyses, the following groups were noted as having the greatest degree or variance of less than expected representation in the MCO permanent workforce when compared to their corresponding Occupational CLF (OCLF) or EEOC goals:

- ➢ 0340-Program Management: White females had a participation rate of 29.56%, while their OCLF was 39.70%; Black females had a participation rate of 1.72%, while their OCLF was 7.80%.

- ➢ 0462-Forestry Technician: White females had a participation rate of 12.89%, while their OCLF was 33.40%; American Indian/Alaskan Native females had a participation rate of 0.61%, while their OCLF was 4.30%; and

- ➢ 0810-Civil Engineering: American Indian/Alaskan Native males had a participation rate of 2.42%, while their OCLF was 7.40%.

Additionally, with respect to persons with disabilities and persons with targeted disabilities, the following groups exceeded the 12% and 2% EEOC benchmarks, respectively:

- ➢ Persons with disabilities-1101, General Business and Industry, had a participation rate of 14.15%.
- ➢ Persons with targeted disabilities-0301, Miscellaneous Administration and Program, had a participation rate of 2.55%; 0401; General Biological Science, 2.08%; 0810, Civil Engineering, 2.42%; and 1101, General Business and Industry, 4.08%.

Senior Pay Grade Profiles

The purpose of Senior Pay Grade profiles is to show the agency's utilization of employees in pay grades GS-13 through SES. For the purposes of this report, the agency is using an analytical tool known as the Upward Mobility Benchmark, which was developed based on six of the ten mission-critical series that have promotion potential to GS-15 and above: 0301-Miscellaneous Administration and Program; 0340-Program Management; 0401-General Biological Sciences; 0408-Ecology; 0460-Forestry; and 1101-General Business and Industry.

The Total Senior Grades category is comprised of the aggregate total of GS-13 through SES positions, including positions in the Senior Leader (SL) and Scientific-Technical (ST) positions that are SES equivalents. Groups exceeding their Upward Mobility Benchmark are White females, Black females, Asian males and females, American Indian/Alaska Native females, and all females. Groups with representation rates below their Upward Mobility benchmark are highlighted with red font. See Table 4.

Note: Applicant flow data, which is used to assess the rates of applications received for internal competitive promotions, external hires, and career development opportunities, as well as selections for these positions, was unavailable for analysis. Once this data is obtained, a full applicant flow analysis will be included in subsequent reports.

Table 4. FY2020 FOREST SERVICE Senior Pay Grade Workforce Participation

Race/Gender/Disability	UM BMK*	Total Grades TOTAL	Senior %	SES TOTAL	%	SL/ST TOTAL	%	GS-15 TOTAL	%	GS-14 TOTAL	%	GS-13 TOTAL	%
TOTAL		3574		43		16		448		713		2354	
HM	6.57%	190	5.32%	1	2.33%	1	6.25%	22	4.91%	34	4.77%	132	5.61%
HF	3.75%	125	3.50%	0	0.00%	0	0.00%	6	1.34%	31	4.35%	88	3.74%
WM	49.16%	1669	46.70%	17	39.53%	13	81.25%	217	48.44%	322	45.16%	1100	46.73%
WF	29.20%	1113	31.14%	10	23.26%	2	12.50%	133	29.69%	224	31.42%	744	31.61%
BM	3.21%	112	3.13%	7	16.28%	0	0.00%	15	3.35%	20	2.81%	70	2.97%
BF	2.06%	128	3.58%	4	9.30%	0	0.00%	19	4.24%	25	3.51%	80	3.40%
AM	0.54%	56	1.57%	0	0.00%	0	0.00%	18	4.02%	10	1.40%	28	1.19%
AF	0.92%	52	1.45%	2	4.65%	0	0.00%	2	0.45%	21	2.95%	27	1.15%
NH/OPIM	0.38%	5	0.14%	0	0.00%	0	0.00%	0	0.00%	1	0.14%	4	0.17%
NH/OPIF	0.15%	5	0.14%	0	0.00%	0	0.00%	0	0.00%	2	0.28%	3	0.13%
AI/ANM	2.52%	60	1.68%	1	2.33%	0	0.00%	8	1.79%	11	1.54%	40	1.70%
AI/ANF	0.84%	43	1.20%	0	0.00%	0	0.00%	7	1.56%	5	0.70%	31	1.32%
TMRM	0.38%	8	0.22%	0	0.00%	0	0.00%	1	0.22%	4	0.56%	3	0.13%
TMRF	0.31%	8	0.22%	1	2.33%	0	0.00%	0	0.00%	3	0.42%	4	0.17%
MALES	62.77%	2100	58.76%	26	60.47%	14	87.50%	281	62.72%	402	56.38%	1377	58.50%
FEMALES	37.23%	1474	41.24%	17	39.53%	2	12.50%	167	37.28%	311	43.62%	977	41.50%

*Upward Mobility Benchmark. *(USDA National Finance Center Reporting Center MD-715 Tables (January 22, 2021*

Management Profiles

The purpose of presenting management profiles is to show the agency's utilization of employees in top leadership positions within the organization and their potential. For the purposes of this report, the agency is using an analytical tool known as the Upward Mobility Benchmark, which was developed based on six of the ten mission-critical series that have promotion potential to GS-15 and above: 0301-Miscellaneous Administration and Program; 0340-Program Management; 0401-General Biological Sciences; 0408-Ecology; 0460-Forestry; and 1101-General Business and Industry.

Total Management is comprised of Executives, Managers and Supervisors. Of these, Executive positions comprise grade levels GS-15 and above; Managers include GS-13 and 14, and Supervisors include GS-12 and below. Groups exceeding their Upward Mobility Benchmark are all males, Hispanic males, white males, black males, Asian males, Native Hawaiian/Other Pacific Islander males and females, American Indian/Alaska Native males, and Persons with Disabilities. Groups with representation rates below their UM benchmark are highlighted with red font. See Table 5.

Applicant flow data used to assess the rates of applications received for internal competitive promotions, external hires, and career development opportunities and selections for these positions is currently unavailable for analysis. Once this data is obtained, a full applicant full analysis will be included in subsequent reports. See Table 5.

Table 5. FY2020 FOREST SERVICE Management Workforce Participation

Race/ Gender/ Disability	UM BMK*	Total Management		Executives		Managers		Supervisors	
		TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
TOTAL		4965		358		1305		3302	
HM	6.57%	404	8.14%	19	**5.31%**	86	6.59%	299	9.06%
HF	3.75%	96	**1.93%**	6	**1.68%**	49	3.75%	41	**1.24%**
WM	49.16%	3094	62.32%	163	**45.53%**	641	**49.12%**	2290	69.35%
WF	29.20%	848	**17.08%**	103	**28.77%**	381	**29.20%**	364	**11.02%**
BM	3.21%	128	**2.58%**	22	6.15%	41	**3.14%**	65	**1.97%**
BF	2.06%	58	**1.17%**	17	4.75%	26	**1.99%**	15	**0.45%**
AM	0.54%	39	0.79%	9	2.51%	7	**0.54%**	23	0.70%
AF	0.92%	23	**0.46%**	2	**0.56%**	12	**0.92%**	9	**0.27%**
NH/OPIM	0.38%	18	**0.36%**	0	**0.00%**	5	0.38%	13	0.39%
NH/OPIF	0.15%	5	**0.10%**	0	**0.00%**	2	0.15%	3	**0.09%**
AI/ANM	2.52%	193	3.89%	9	**2.51%**	33	2.53%	151	4.57%
AI/ANF	0.84%	36	**0.73%**	6	1.68%	13	1.00%	17	**0.51%**
TMRM	0.38%	18	**0.36%**	1	**0.28%**	5	0.38%	12	**0.36%**
TMRF	0.31%	5	**0.10%**	1	**0.28%**	4	**0.31%**	0	**0.00%**
MALES	62.77%	3894	78.43%	223	**62.29%**	818	**62.68%**	2853	86.40%
FEMALES	37.23%	1071	**21.57%**	135	37.71%	487	37.32%	449	**13.60%**

*Upward Mobility Benchmark *(USDA National Finance Center Reporting Center MD-715 Tables (January 22, 2021*

Permanent New Hires

There was a total of 2,937 permanent new hires during FY2020. Between September 30, 2018, and September 30, 2020, there was an overall net increase of 1,420 new hires. As of September 30, 2020, the following groups exceeded their 2010 CLF benchmark or EEOC benchmark:

- ➢ Persons with disabilities/targeted disabilities,
- ➢ All males,
- ➢ Hispanic males,
- ➢ White males,
- ➢ Native Hawaiian/Other Pacific Islander males and females,
- ➢ American Indian/Alaskan Native males and females,
- ➢ Two or more races, males and females

Below the benchmark was:

- ➢ All females,
- ➢ Hispanic females,
- ➢ White females,
- ➢ Black males and females,
- ➢ Asian males and females, and
- ➢ Persons with disabilities. See Table 4.

Table 4. Permanent New Hire Rates

Race/ Gender/ Disability	CLF Percent	FY2020			FY2019			FY2018			Difference FY18-FY20 Perm Hires
		Perm Hire #	% Perm Hire	Difference % CLF & Perm Hire	Perm Hire #	% Perm Hire	Difference % CLF & Perm Hire	Perm Hire #	% Perm Hire	Difference % CLF & Perm Hire	
Total		2937			1773			1517			1420
All Males	51.86%	1934	65.85%	13.99%	1158	65.31%	13.45%	1075	60.63%	8.77%	859
All Females	48.14%	1003	34.15%	-13.99%	615	34.69%	-13.45%	442	24.93%	-23.21%	561
HM	5.17%	262	8.92%	3.75%	155	8.83%	3.66%	134	8.83%	3.66%	128
HF	4.79%	90	3.06%	-1.73%	87	2.70%	-2.09%	41	2.70%	-2.09%	49
WM	38.33%	1476	50.26%	11.93%	861	53.39%	15.06%	810	53.39%	15.06%	666
WF	34.03%	811	27.61%	-6.42%	448	22.94%	-11.09%	348	22.94%	-11.09%	463
BM	5.49%	58	1.97%	-3.52%	36	2.24%	-3.25%	38	2.24%	-3.25%	20
BF	6.53%	46	1.57%	-4.96%	30	1.45%	-5.08%	24	1.45%	-5.08%	22
AM	1.97%	34	1.16%	-0.81%	20	0.99%	-0.98%	19	0.99%	-0.98%	15
AF	1.93%	15	0.51%	-1.42%	14	0.59%	-1.34%	14	0.59%	-1.34%	1
NH/OPIM	0.07%	8	0.27%	0.20%	8	0.33%	0.26%	9	0.33%	0.26%	-1
NH/OPIF	0.07%	4	0.14%	0.07%	4	0.00%	-0.07%	0	0.00%	-0.07%	4
AI/ANM	0.55%	59	2.01%	1.46%	43	1.38%	0.83%	40	1.38%	0.83%	19
AI/ANF	0.53%	25	0.85%	0.32%	17	0.33%	-0.20%	9	0.33%	-0.20%	16
TMRM	0.26%	37	1.26%	1.00%	35	3.69%	3.43%	25	3.69%	3.43%	12
TMRF	0.28%	12	0.41%	0.13%	15	1.12%	0.84%	6	1.12%	0.84%	6
PWD	12.00%	317	10.79%	-1.21%	158	7.38%	-4.62%	112	7.38%	-4.62%	205
PWTD	2.00%	82	2.79%	0.79%	38	2.24%	0.24%	34	2.24%	0.24%	48

Source: USDA NFC Reporting Center MD-715 Tables A8 and B8 (September 30, 2020)

Regarding identifying any triggers warranting barrier analyses, the following groups were noted as having the greatest degree or variance of less than expected representation in new hiring rates compared to their corresponding CLF or EEOC goals.

➢ Females overall had a hiring rate of 34.15%, while their CLF was 48.14%.
➢ White females had a hiring rate of 27.61%, while their CLF was 34.03%.
➢ Black females had a hiring rate of 1.57%, while their CLF was 6.53%.
➢ Persons with disabilities had a hiring rate of 10.79% compared to the EEOC goal of 12%; however, this group exceeded USDA's hiring goal of 10%.

Employee Recognition and Awards

At the end of FY2020, a total of 22,291 employees received recognition or awards. Because some employees received multiple awards, workforce percentage was a not factor. Groups with award rates below their workforce rates:

- ➤ All males,
- ➤ White males,
- ➤ Native Hawaiian/Other Pacific Islander males,
- ➤ American Indian/Alaskan Native males,
- ➤ Two or more races, males and females, and
- ➤ Persons with targeted disabilities.

All "percentages below" are presented in red and summarized in Table 5.

Table 5. FY2020 Awards and Onboard Rates Comparison

Race/ Gender/ Disability	FY2020				FY2019				FY2018				
	PWF %	Awards #	Awards %	Diff % PWF & Awards	PWF %	Awards #	Awards %	Diff % PWF & Awards	PWF %	Awards #	Awards %	Diff % PWF & Awards	Difference FY18-FY20 Separations
Total		22291				19873				18347			-3944
All Males	65.50%	13000	58.32%	-7.18%	64.80%	11587	58.31%	-6.49%	64.23%	10538	57.44%	-6.79%	-2462
All Females	34.50%	9291	41.68%	7.18%	35.20%	8266	41.69%	6.49%	35.77%	7809	42.56%	6.79%	-1482
HM	5.29%	1186	5.32%	0.03%	5.11%	1068	5.37%	0.26%	5.24%	837	4.56%	-0.68%	-349
HF	2.64%	835	3.75%	1.11%	2.77%	733	3.69%	0.92%	2.80%	646	3.52%	0.72%	-189
WM	51.90%	10538	47.27%	-4.63%	51.83%	9351	47.05%	-4.78%	51.43%	8680	47.31%	-4.12%	-1858
WF	27.06%	7192	32.26%	5.20%	27.43%	6383	32.12%	4.69%	27.97%	6079	33.13%	5.16%	-1113
BM	2.11%	477	2.14%	0.03%	2.16%	496	2.50%	0.34%	2.20%	414	2.26%	0.06%	-63
BF	1.86%	619	2.78%	0.92%	1.98%	586	2.95%	0.97%	2.05%	521	2.84%	0.79%	-98
AM	1.00%	244	1.09%	0.09%	1.00%	180	0.91%	-0.09%	0.99%	178	0.97%	-0.02%	-66
AF	0.82%	262	1.18%	0.36%	0.90%	205	1.03%	0.13%	0.91%	198	1.08%	0.17%	-64
NH/OPIM	0.27%	42	0.19%	-0.08%	0.24%	28	0.14%	-0.10%	0.21%	22	0.12%	-0.09%	-20
NH/OPIF	0.09%	30	0.13%	0.04%	0.07%	16	0.08%	0.01%	0.07%	19	0.10%	0.03%	-11
AI/ANM	2.49%	427	1.92%	-0.57%	2.57%	406	2.04%	-0.53%	2.64%	364	1.98%	-0.66%	-63
AI/ANF	1.32%	322	1.44%	0.12%	1.40%	326	1.64%	0.24%	1.45%	322	1.76%	0.31%	0
TMRM	2.42%	84	0.38%	-2.04%	1.89%	54	0.27%	-1.62%	1.51%	39	0.21%	-1.29%	-45
TMRF	0.70%	29	0.13%	-0.57%	0.65%	32	0.16%	-0.49%	0.52%	22	0.12%	-0.40%	-7
PWD	8.36%	1871	8.39%	0.03%	7.47%	1578	7.55%	0.08%	7.41%	1423	7.76%	0.35%	-448
PWTD	1.92%	60	0.27%	-1.65%	2.49%	519	2.18%	-0.31%	2.50%	494	2.69%	0.20%	434

(Source: USDA NFC Reporting Center MD-715 Tables A13 and B13 (September 30, 2020)

Separations

During FY2020, 2,138 employees separated from the permanent workforce. Compared to FY2018 and FY2019, the number of separations overall increased by 621 or 40.94%. During FY2020, as in the preceding two FYs, the reasons for separations were the same. The three most prominent FY2020 "separation reasons" year to date: Voluntary Retirement, Resignation, and Termination – Appointment-In. Groups experiencing separation rates "below" their corresponding onboard workforce rates:

- ➢ All males;
- ➢ White males;
- ➢ Native Hawaiian/Other Pacific Islander males and females; and
- ➢ Two or more races, males and females.

Groups experiencing separation rates "exceeding" their corresponding onboard workforce rates:

- ➢ All females;
- ➢ Hispanic males and females;
- ➢ White females;
- ➢ Black males and females;
- ➢ Asian females;
- ➢ Native Hawaiian/Other Pacific Islander females;
- ➢ American IndiaN/Alaska Native males and females; and
- ➢ Persons with disabilities/targeted disabilities.

Separation rates exceeding their corresponding onboard participation rates are highlighted in red. See Table 6.

Table 6. FY2020 Q4 Permanent Separation and Workforce Rates Comparison

Race/ Gender/ Disability	FY2020				FY2019				FY2018				
	PWF %	Separation #	Separation %	Diff% PWF& Separation	PWF %	Separation #	Separation %	Diff% PWF& Separation	PWF %	Separation #	Separation %	Diff% PWF& Separation	Difference FY19-FY20 Separations
Total		2138				1081				1517			621
All Males	65.50%	1299	60.76%	-4.74%	64.36%	635	58.74%	-5.62%	64.23%	1075	70.86%	6.64%	224
All Females	34.50%	839	39.24%	4.74%	35.64%	446	41.26%	5.62%	35.77%	442	29.14%	-6.64%	397
HM	5.29%	143	6.69%	1.40%	5.12%	89	8.23%	3.11%	5.24%	134	8.83%	3.59%	9
HF	2.64%	88	4.12%	1.48%	2.76%	47	4.35%	1.59%	2.80%	41	2.70%	-0.10%	47
WM	51.90%	1014	47.43%	-4.47%	51.68%	481	44.50%	-7.18%	51.43%	810	53.39%	1.97%	204
WF	27.06%	644	30.12%	3.06%	27.91%	342	31.64%	3.73%	27.97%	348	22.94%	-5.03%	296
BM	2.11%	46	2.15%	0.04%	2.22%	18	1.67%	-0.55%	2.20%	38	2.50%	0.31%	8
BF	1.86%	52	2.43%	0.57%	2.02%	23	2.13%	0.11%	2.05%	24	1.58%	-0.46%	28
AM	1.00%	26	1.22%	0.22%	0.97%	12	1.11%	0.14%	0.99%	19	1.25%	0.26%	7
AF	0.82%	22	1.03%	0.21%	0.89%	14	1.30%	0.41%	0.91%	14	0.92%	0.01%	8
NH/OPIM	0.27%	3	0.14%	-0.13%	0.21%	3	0.28%	0.07%	0.21%	9	0.59%	0.38%	-6
NH/OPIF	0.09%	0	0.00%	-0.09%	0.09%	0	0.00%	-0.09%	0.07%	0	0.00%	-0.07%	0
AI/ANM	2.49%	58	2.71%	0.22%	2.63%	27	2.50%	-0.13%	2.64%	40	2.64%	-0.01%	18
AI/ANF	1.32%	29	1.36%	0.04%	1.42%	17	1.57%	0.15%	1.45%	9	0.59%	-0.85%	20
TMRM	2.42%	9	0.42%	-2.00%	1.54%	5	0.46%	-1.08%	1.51%	25	1.65%	0.14%	-16
TMRF	0.70%	4	0.19%	-0.51%	0.54%	3	0.28%	-0.26%	0.52%	6	0.40%	-0.12%	-2
PWD	8.36%	203	9.49%	1.13%	7.46%	94	8.70%	1.24%	7.41%	112	7.38%	-0.03%	91
PWTD	1.92%	68	3.18%	1.26%	2.49%	28	2.59%	0.10%	2.50%	34	2.24%	-0.26%	34

(Source: USDA NFC Reporting Center MD-715 Tables A14 and B14 (September 30, 2020).

With respect to identifying any triggers warranting barrier analyses, the following groups were noted as having the greatest degree or variance of separations when compared to their corresponding permanent workforce participation rates:

➢ Males overall had a separation rate of 60.76%, while the permanent workforce's separation% was 65.50%.

➢ White males had a separation rate of 47.43%, while the permanent workforce's separation % was 51.90.

Veteran Hiring

As of September 30, 2020, there were 2,937 total permanent new hires. Of these, 566 (19.27%) were Veterans, and 2,371 (80.73%) were non-veterans, resulting in the veteran hiring rate below the 25% USDA goal. The USDA Forest Service will continue to monitor hiring trends by documenting those hired under special hiring authorities such as the Veterans Employment Opportunity Act, Veteran's Recruitment Appointment and PWD Schedule-A Appointments. The veteran hiring information was extrapolated from the USDA National Finance Center Reporting Center Hires Minority Profile Report and is summarized in Table 7.

Table 7. Distribution of Permanent New Hires by Veteran Status, FY20

Non-Veterans	Veterans	Total New Hires
2371	566	2937
80.73%	19.27%	100.00%

Source: USDA NFC Reporting Center, Hires Minority Profile Report (September 30, 2020)

Part E.4 – Accomplishments

Multiple policies and plans were updated and issued in FY2020. The Agency's Strategic Plan for FY 2015-2020 remained in place, providing the agency its mission, vision, and objectives.

Some of the key accomplishments regarding the work environment included the following:

Civil Rights, Human Resources Management and Work Environment and Performance Office conducted, or plan to conduct, barrier analyses of women, Asian and PWD and provide recommendations and next steps to Agency leadership:

➢ As of the end of FY2020, the newly established Forest Service MD-715 Working Group met and held discussions, including barrier analysis objectives. The Working Group included representatives from both Human Resources Management and Work Environment and Performance Office. Human Resources Management advised that they have formed an internal working group within their organization that will meet periodically throughout the fiscal year to address any Human Resources related issues identified in Part G, including barrier identification, analysis and workplans to mitigate issues.

- Barrier Analysis training was scheduled and conducted in September 2020 by the EEOC. The Office of Civil Rights staff at all levels received training over three days, including refresher training on MD-715 Basics. Additional work and supplemental training are anticipated to continue during FY2021.

The Office of Civil Rights worked with Human Resources Management and Work Environment and Performance Office to discuss the exit interview process and subsequent data analysis:

- During FY2020, HRM worked with a contractor to collect and analyze exit interview survey data and set up accounts for Office of Civil Rights staff to access limited survey data.

The Office of Civil Rights, Human Resources Management, and Work Environment and Performance Office collaborated to analyze Federal Employee Viewpoint Survey (FEVS) and climate and exit interview surveys. The stafForest Service developed tracking metrics based on findings to monitor action plan results:

- In addition to the above exit interview process, the Work Environment and Performance Office granted access to agency-level FEVS data for Office of Civil Rights employees. Efforts to develop action plans and tracking metrics are currently underway.

The Forest Service implemented the national diversity and inclusion initiative for mentoring, coaching and cultural competency enrichment activities:

- This effort between the Office of Civil Rights, Work Environment and Performance Office, and Human Resources Management stafForest Service worked collaboratively regarding recruitment and hiring initiatives, workforce, and succession planning and serving on the Forest Service Human Capital planning workforce group.

The Office of Civil Rights, Human Resources Management, and Work Environment and Performance Office collaborated to ensure better use of applicant flow data in developing actionable strategies for improving diversity, outreach, and recruitment:

- The Office of Civil Rights established systems for requesting and receiving customized applicant flow data from HRM DMAT from which to analyze and create pivot table reports. The National Finance Center does not provide complete data sets regarding applicant flow to conduct a complete analysis.
- Human Resources Management tracked contacts through a Human Resources Contact Center, utilizes USA Staffing for recruit and fill actions which provide applicant information, but is limited to qualifications, not demographics until the action is closed and audited, and has a Data/Metrics team to receive workforce demographics from the National Finance Center.

The Office of Civil Rights collaborated with Human Resources Management to identify areas for improving diversity and develop tools for hiring managers to utilize a targeted outreach plan.

Part E.5 -- Planned Activities

Parts H, I, and J of the MD-715 report illustrate the objectives to become a "Model Equal Opportunity Organization." The plans are based on identified program deficiencies, barriers, and plans for the recruitment, hiring and advancement of PWD/PWTD.

Part H.1 – Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Program Deficiency	Brief Description of Program Deficiency
Part G – A.1.a	The Agency does not have an annual EEO Policy statement addressing all protected bases, which communicates the annual commitment to EEO for all employees and includes continual Barrier Analysis conduct and resulting remedial Action Plans.

Objectives and EEO Plan Dates

Date Initiated	Objective	Target Date	Modified Date	Completion Date
10/1/2020	Under the Secretary's OneUSDA principles, Forest Service is awaiting USDA to issue the updated EEO policy and anti-harassment statements for all of USDA. The most current policy statements were issued on May 22, 2020.	09/30/2021	N/A	N/A

Responsible Officials

Title	Name	Performance Standards Address the Plan
Chief, USDA Forest Service	Victoria Christiansen	Yes

Planned Activities Towards Objective Completion

Target Date	Planned Activities	Sufficient Funding & Staffing	Modified Date	Completion Date
09/30/2021	3. Issue updated USDA Forest Service Civil Rights Policy statement among employees and officials upon release	Yes	N/A	N/A
09/30/2021	4. Provided Anti-Harassment and Civil Rights policies to Zone Leadership Teams and prominently posted Forest Service-wide.	Yes	N/A	N/A
09/30/2021	5. A new policy statement on EEO and anti-harassment issued by USDA by or before 09/30/2020; and Forest Service will post on the website.	Yes	N/A	N/A

Date	Quarterly Accomplishments
Q3	Under the Secretary's OneUSDA principles, USDA issued an updated CR Policy Statement dated May 22, 2020.
Q3	Updated Anti-Harassment and Civil Rights policies were provided to the Zone 2 Region 2 Rocky Mountain Leadership Team and Rocky Mountain Service Center Leadership Team in May 2020.
Q4	Updated Anti-Harassment and Civil Rights policies were provided to Zone Leadership Teams and prominently posted Forest Service-wide electronically due to the COVID-19 pandemic.

Part H.2 N/A Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Part G - A.2. b.3.	Procedures for RA are not posted on the Internet. This is covered under **29 CFR §1614.102(b)(5)**

EEO Plan Objectives and Dates

Date Initiated	Objective	Target Date	Modified Date	Completion Date
10/01/2017	Ensure RA written materials are prominently posted on the agency public website in all personnel and EEO offices throughout the workplace to support informing *all employees and applicants* of the variety of EEO programs and administrative and judicial remedial procedures available. (A.2.b.3).	09/30/2021	N/A	N/A

Responsible Officials

Title	Name	Performance Standards Address the Plan?
Assistant Director, Accountability and Compliance, Office of Civil Rights	Christopher Moore	Yes
Assistant Director, Field Operations, Office of Civil Rights	Ricky D. Balolong	Yes
Branch Chief (BC), Reasonable Accommodation	Sherry L. Neal	Yes

Planned Activities Toward Completion of Objectives

Target Date	Planned Activities	Sufficient Funding & Staffing?	Modified Date	Completion Date
09/30/2021	1. Create and post on the Forest Service intranet RA procedures approved by the EEOC.	Yes	N/A	N/A
09/30/2021	2. Ensure everyone has approved RA procedures with a subsection featuring information to attain PAS.	Yes	N/A	N/A
09/30/2021	3. Provide a response to the EEOC June 27, 2018 Technical Assistance Letter,	Yes	N/A	N/A

Date			Yes	N/A	N/A
		regarding corrective actions. (Appendix C13)			
09/30/2021	4.	Establish numerical goals for PWD adopting the 12% goal for grade ranges GS-1 to GS-10 and GS11 to Senior Executive Service (SES).	Yes	N/A	N/A
09/30/2021	5.	Submit compliant **PAS procedures** to EEOC for review and approval.	Yes	N/A	N/A
09/30/2021	6.	Submit compliant RA procedures to EEOC for review before posts on Agency public website.	Yes	N/A	N/A
09/30/2021	7.	Ensure posting has occurred and will be monitored every quarter	Yes	N/A	N/A

Date	Quarterly Accomplishments
Q2	**Reasonable Accommodation (RA):** During Q2, Sherry Neal, RA BC, hosted weekly and monthly meetings and trainings on the new SOPs for the RA rewrite. She is training the specialists on the new procedures. Monthly "cross-talks" were held throughout Q2, where CR, ER, HRM, and Labor Relations met with the Deputy Regional Forests to update them on new or updated issues throughout the region. CR reported out on several EEO cases related to RA that have been ongoing throughout the fiscal year. **RA:** Service centers (SC) provide customers with information on RA procedures vetted by the agency. Sherry Neal, RA BC, has had brochure materials designed, approved, and published that showcase RA services (to include PAS) and contact information for RA specialists. The BC is currently working with to finalize the RA process and procedures featuring information on PAS. **Pacific Southwest (PSW):** On February 3-7, 2020, the PSW participated in the Primary Leadership Development Program by delivering a CR presentation to 80+ employees and managers of the RA Process, EEO laws and policies that prohibit discrimination, prevent sexual harassment, and the unacceptable behaviors while on and off duty; information packets containing the RA process were distributed.
Q3	**National Forest System (Forest Service):** The CR staff developed procedures for the agency. The National Forest System deputy area is implementing the plan.

	Rocky Mountain Service Center (RMSC): On June 9th, an overview of RA and information about the region's RA specialists were provided to 20 employees during a virtual seasonal orientation on the Hell Canyon Ranger District in the Black Hills National Forest. **Job Corps Civilian Conservation Center (JCCCC):** JCC has led the PWD by using Direct Hiring Authority over the last three years. As of June 29, 2020, 4.4% (49 employees) of Job Corps employees had PWTDs, and 15% (166 employees) of JCCCC employees were PWTDs. Approximately 10.6% of JCC employees chose not to disclose their disability status. Through its written and electronic materials, Job Corps ensures that applicants are aware of the variety of EEO programs and administrative and judicial remedial procedures available to them and that they are posted throughout the workplace.
Q4	**Chief Information Officer (CIO)**: The CIO diversity and inclusion manager is updating the signed diversity action plan with WEPO and Special Emphasis Program (SEP) information, as well as updating the CIO diversity and inclusion goals for 2021-2025 in collaboration with a tiger team comprised of CIO supervisors. **CIO**: The CIO has a Civil Rights, EEO, Diversity and Inclusion website directing employees to the WO Civil Rights Reasonable Accommodation (RA) website, which contains the RA process.

Part H.3 -- N/A Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Part G - C.2.b.5	Ninety percent (90%) of Reasonable Accommodation (RAs) requests are not processed within the 30 business-day timeframe set forth in the Agency procedures for RA.

Objectives and EEO Plan Dates

Date Initiated	Objective	Target Date	Modified Date	Completion Date
10/01/2019	Ensure 90% of RAs are processed within 30 business days minimum.	09/30/2021	N/A	N/A

Responsible Officials

Title	Name	Performance Standards Address the Plan
Branch Chief, Reasonable Accommodation	Sherry L. Neal	Yes

Planned Activities Towards Objective Completion

Target Date	Planned Activities	Sufficient Funding & Staffing	Modified Date	Completion Date
09/30/2021	1. Provide quarterly national RA trend analyses to Agency leadership and field CR Directors in the field.	Yes	N/A	N/A
09/30/2021	2. Ensure all employees who work on, oversee, or supervise the RA process are trained and skilled regarding RA and PAS administration requirements.	Yes	N/A	N/A
09/30/2021	3. Monitor all RA requests to report progress towards 90% RAs processing time within 30 business days	Yes	N/A	N/A
06/30/2021	4. Report RA negative and positive processing time impacts and update RA processing practitioners. The agency will continue monitoring processing times on a quarterly basis throughout the fiscal year.	Yes	N/A	N/A

Date	Quarterly Accomplishments
Q1	➢ Currently revised Labor and Employee Relations Information System (LERIS) database sends out reminders to specialists and RA Branch Chief (BC) to help meet mandatory 30-business day processing timelines. Reminders are set at 30-calendar days giving specialists 15 days to close cases. When needed, BC will assist with cases. ➢ Federal Employment Law Training Group conducted the following training on November 26, 2019: Telework as RA: When to Say "Yes" and When to Say "No" presented by Deborah J. Hopkins

Date	Quarterly Accomplishments
	➢ Hear it From a Judge: The RA Mistakes Agencies Make, presented by Dwight Lewis ➢ **Rocky Mountain Service Center (RMSC):** During FY20, Q1, six RA requests were submitted in the RMSC - two (2) requests and four (4) requests in RMRS. Three of the requests were closed within the 30-day timeframe, and the other three cases remain open. ➢ **RMSC:** During two supervisor leadership training courses held in Region 2 in October and December, approximately 70 supervisors received an overview of the Civil Rights Program, including RA training. ➢ **RMSC:** RA specialists and civil rights directors participated in two virtual training sessions: Telework as Reasonable Accommodation: When to Say "Yes" and When to Say "No" and Hear it from a Judge: The RA Mistakes Agencies Make. The session was open to employees in the CR organization and was recorded for future use with customers. Approximately 20 individuals attended the live (virtual) presentation. ➢ **Southwest Service Center (SWSC):** Coordinating programs with the New Mexico Department of Workforce Solutions to fill vacant permanent positions regularly. Human Resources attended two job fairs in the last 30 days of 2019, hosted open houses, career fairs and other recruitment events. Our partnership with the New Mexico Department of Workforce Solutions resulted in hiring PWDs, minorities, veterans, and veterans with disabilities. ➢ National-level RA training was offered: February 19, 2020 webinar, Understanding Service Animals and Emotional Support Animals, the Difference and How to Accommodate, with over 100 attendees. On March 4, 2020, a webinar, Nuts and Bolts for RA, Understanding the RA Process, Timelines and Interactive Process, had 130 attendees. On April 16, 2020, webinarN/A PAS and Emotional Support Animals, Understanding Importance of Interactive Process with over 150 attendees. Federal Employee Law Training Group provided all training.
Q2	➢ Ninety percent of RAs are being processed within the timeframe set forth in agency procedures for RA. The LERIS database program is calculating timelines based on calendar days vs. business days. The LERIS program is being updated to reflect processing information. ➢ Sherry Neal, RA BC provided weekly training to RA specialists in Q2 as the Standard Operating Procedures (SOPs) were updated and took effect at the beginning of Q4 FY20. The weekly training included soliciting input from RA specialists for the RA SOP, which included processing timelines. ➢ The RA specialists cover several regions and research stations and share the common trend or RA requests involving "work at home" requests, seemingly related to agency changes to telework policy. ➢ Timeline reviews were monitored by both the RA specialists and RA BC for each RA case. Training provided with no gaps in RA requests timeline. The LERIS program is being updated to reflect this information.

Date	Quarterly Accomplishments
	➢ The Forest Service RA policy and SOPs are being updated in Q2 and were implemented during Q4 to all regions. ➢ On February 3-7, 2020, the PSWSC participated in the Primary Leadership Development program by delivering a Civil Rights presentation to 80+ employees and managers about the RA process, EEO laws and policies that prohibit discrimination, prevent sexual harassment, and unacceptable behaviors while on and off duty; information packets containing the RA Process were distributed. ➢ **Pacific Northwest (PNW):** On May 14, 2020, a one-hour RA refresher training was offered. The SC RA specialist presented the online training session. Sixty employees attended.
Q3	➢ **Job Corps Civilian Conservation Center (JCCCC):** Over the last three years, JCC led PWD hiring. The use of the direct hiring authority increased hiring, and as of June 29, 2020, 4.4% (49 employees) of JCC employees were PWTD, and 15% (166 employees) of JCC employees had non-targeted disabilities. Approximately 10.6% of JCC employees chose not to disclose their disability status. ➢ **Chief Financial Officer (CFO):** The CFO PWD rate is currently 4.7%. A numerical goal has not been established for the CFO organization. However, FOREST SERVICE plan to adopt the 12% goal for grade ranges GS-1 to GS-10 and GS-11 to SES within the CFO WO and Albuquerque stafForest Service. ➢ **National Forest System (Forest Service):** The CR staff developed RA procedures for the agency. National Forest System (NFOREST SERVICE) deputy area is implementing the plan. ➢ **Reasonable Accommodation (RA):** During Q3, FOREST SERVICE identified the need to hold several RA training sessions at the FOREST SERVICE national level. The following training sessions took place: on April 1, 2020, a webinar for train-the-trainer department-level entitled, Nuts and Bolts for RA, Understanding the RA Process, Timelines and Interactive Process with 25 attendees. On April 16, 2020, webinar PAS and Emotional Support Animals had over 150 FOREST SERVICE attendees. Federal Employee Law Training Group sponsored the training. On April 20th, train-the-trainer department-level Nuts & Bolts for RA with 20 national-level participants. On April 30, 2020, a course on experienced supervisor RA training was held, 50 FOREST SERVICE employees attended. On May 6, 2020. RA webinar for Bridger-Teton National ForestN/A 75 supervisors and leadership employees attended. On May 20, 2020, an RA webinar was held with the Asia Pacific Applied Economics Association Group with 90 participants. On May 26, 2020, a RA webinar was held for the Anti-Harassment Coordination committee N/A with 20 FOREST SERVICE participants. ➢ Sherry Neal, RA BC, provided weekly training to the RA specialists as the SOPs were updated and finalized in the Q4 FY20. The weekly training included soliciting input from RA specialists for the RA SOP that included processing timelines. RA specialists participated in and presented to groups identified in the above training sessions.

Date	Quarterly Accomplishments
	➢ Ninety (90%) percent of RA requests were processed within the timeframe set forth by agency RA procedures. The LERIS database program was changed to calculate the timeline based on 30-calendar days vs. business days. Therefore, calculations are currently being recorded correctly. The LERIS program has been updated to reflect correct processing information. FOREST SERVICE is meeting the 90% of RA requests completed within the established 30-business day requirements.
Q4	➢ **RMSC:** A total of four RA requests were processed in Region 2 within the 30-day timeframe. ➢ **Chief Information Officer (CIO):** The CIO has a Civil Rights, EEO, Diversity and Inclusion website directing employees to the WO Civil Rights RA website, which contains the RA process. ➢ **CIO** The Diversity Action Plan (DAP) has a PWD 12% goal established for GS-1 - GS11 and is actively working to improve the outreach and recruitment of PWD and other underrepresented populations. ➢ **CIO:** The DAP developed a recruitment team to support the CIO in PWD hiring, even though the CIO already exceeded its goal of 12%. As of September 26, 2020, the CIO's PWD percentage was 16.3%. ➢ **RA:** As of September 30, 2020, 92.50% of RA requests were processed within 30 business days.

Part H.4 -- N/A Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Part G – F.3.b.	Does the agency timely post on its public webpage its quarterly No FEAR Act data? **[see 29 CFR §1614.703(d)]**

EEO Plan Objectives and Dates

Date Initiated	Objective	Target Date	Modified Date	Completion Date
09/30/2019	Ensure No FEAR data is posted on the agency's public website.	09/30/2021	N/A	N/A

Responsible Officials

Title	Name	Performance Standards Address the Plan?
Assistant Director, Accountability and Compliance, Office of Civil Rights	Christopher Moore	Yes
Assistant Director, Field Operations, Office of Civil Rights	Ricky D. Balolong	Yes
Branch Chief, Formal EEO Complaints, Office of Civil Rights	Debra A. Harrell	Yes

Planned Activities Toward Completion of Objectives

Target Date	Planned Activities	Sufficient Funding & Staffing	Modified Date	Completion Date
09/30/2021	Ensure No FEAR Act data is posted on the Forest Service public website on a quarterly basis or that there is a link to the USDA public website where all USDA agency-level No FEAR Act data is posted.	Yes	N/A	N/A

Date	Quarterly Accomplishments
Q4	Currently working with a consultant to add a link to Forest Service public website to USDA No FEAR Act website.

Part I.1 N/A Agency EEO Plan to Eliminate Identified Barrier

Statement of Condition

Trigger Source	Specific Workforce Data Table	Trigger Narrative Description
Workforce Data Tables	A14	Over the past three years, 0301 Hispanic Women (HW) have remained below their expected 5.30% Occupational CLF (OCLF) representation percentage.

Impacted Group

EEO Group
0301 Hispanic Women: GS-7 thru SES

Barrier Analysis Process

Data Sources	Source Reviewed	Identify Information Collected
Workforce Percentages	Yes	Trigger data demonstrated a steady decline in population, promotion, new hires, and increased separations over the past several years
Promotions	Yes	Anecdotal evidence provided counter-intuitive patterns or variables and therefore will require further research
New Hires	Yes	New Hires by Nature of Action
Separations	Yes	Separations by Nature of Action
Complaint Data (Trends)	Yes	EEO Complaint Trend Analyses Reports are developed and published on a quarterly basis
Grievance Data (Trends)	No	Not available
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	There were no findings of discrimination found in iComplaints for Hispanic women in FY19 or FY20.
Climate Assessment Survey (e.g., FEVS)	No	Not available
Exit Interview (EI) Data	N/A	Not available
Focus Groups	Yes	Two Focus Groups planned for FY2020
Interviews	No	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	N/A

Barrier Analysis Process Status

Barrier Analysis Process Completed	Barrier Identified
Yes	Yes

Statement of Identified Barrier

Policy, Procedure, or Practice Description
Data indicates that the 0301 series for Hispanic females may not experience enough promotion opportunities, are not successfully moving into other job series, may feel unsatisfied in their career, and leave Forest Service positions in increasing numbers. Hispanic females in the 0301 series cannot fully document their career experiences specific to the job in question. Hispanic females in the 0301 series reflect part-time work experiences making it difficult to compete against others with more experience. Marketing opportunities include interviewing skills and resume writing experience, which are needed to break this barrier and mentoring and work detail assignments. This combination will break the barrier and improve GS 0301 Forest Service skills and knowledge to qualify for other positions.

EEO Plan Objectives and Dates

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing	Modified Date	Completion Date
To reduce 0301 Hispanic females' separations and increase their OCLF percentages	10/01/2019	09/30/2021	Yes	N/A	N/A

Responsible Officials

Title	Name	Performance Standards Address the Plan
Director of Policy and Analysis, WEPO (Acting)	Ellen Shaw	Yes
National Federal Women's Program Manager	Patricia Burel	Yes

Title	Name	Performance Standards Address the Plan
National Hispanic Employment Program Manager	Fidel Trujillo	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Modified Date	Completion Date
06/20/2021	1. Develop the barrier analysis plan	N/A	N/A
06/20/2021	2. Review trigger data	N/A	N/A
06/30/2021	3. Review results	N/A	N/A
09/10/2021	4. Plan and conduct focus group interview of 0301 HW	N/A	N/A
9/30/2021	5. Conduct focus group interviews	N/A	N/A
12/10/2021	6. Review focus group data and define the 0301 barrier	N/A	N/A
02/30/2021	7. Met to discuss the 0301 Action plan suggested career enhancement opportunity remedy – and how to measure impact.	N/A	N/A
8/12/2021	8. Interview practice and resume writing.	N/A	N/A
09/03/2021	9. Mentoring Seminar	N/A	N/A
09/30/2021	10. Mindfulness training	N/A	N/A
09/30/2021	11. Data Summary assessing impact and comments	N/A	N/A
02/20/2021	12. Survey 0301 HW to collect feedback and qualitative results of the program so far. Using survey results to guide FY2021 action steps.	N/A	N/A
09/30/2021	13. Schedule follow-up trend analysis studies on attrition rates (new hires, separations, promotions) to measure against FY2020 statistics. Compare fire versus non-fire related occupations within the 0301 series occupied by HW.	N/A	N/A

Report of Accomplishments

FY	Accomplishments
2019	Developed a barrier analysis with data collection methods and selected a focus group interview to uncover barriers
2019	HRM provided a list of "74" 0301 HW employees, who were subsequently contacted individually by email to support anonymity. Each person was invited to attend two focus group virtual discussions concerning 0301 Equal Employment Opportunities. The invitation gave invitees the option to participate in either or both of two ninety-minute sessions on October 3rd or 9th. They were notified that each 90-minute session included a GS 14 0301 HW who would discuss her career before a moderated question and answer open-forum discussion.
2019	Thirty-four 0301 HW accepted the emailed invitations to a focus group discussion.
2020	Focus group discussions completed. Barrier statement developed and report written. Action plan going forward discussed. See FY2020 Quarterly Report 1.
2020	Hispanic and Women's SEPMs facilitated an introductory virtual meeting (June 3) and first-in-the-series webinar on Mindfulness (June 10) to a cohort of employees in the 0301 series as part of identified action items addressing barrier analysis for Hispanic women. Forty-six employees participated in the June 10 event. Program specialists assisted in planning sessions for upcoming events related to the HW 0301 BA action plan in FY2020 Q4. Planned activities include a professional development webinar focusing on federal resume writing and interviewing skills on August 12, 2020, via Adobe Connect webinar and a mentoring webinar on Thursday, September 3, 2020, via Adobe Connect. One and possibly two open forums with the members of this group will take place in September
2020	09/02/2020: Presenters: Doralee Cumpian, Marcia Pineda, Erica Benegas & Diane Wheeler reveal the secret to having a successful professional life and fulfilling your career potential. Mentorship and Coaching can provide numerous benefits: improving your skills in translating values and strategies into productive actions. Other benefits: obtaining assistance for new and innovative ideas, demonstrating their strengths, and exploring potential, and increasing career networks and receiving greater exposure within the Forest Service. Twenty-four people attended.
2020	Results: Between FY2018 and FY2020, Hispanic women in the 0301-cohort increased by 12; however, they still are below the OCLF. Separation rates for FY2019 and 2020 were above OCLF while below in 2018. 2020 yielded ten promotions, an increase from 2018 and 2019. The average grade of promotion was a GS11. However, it is important to note that no Hispanic women were promoted to GS15 or above in this timeframe. Overall, two years may not be enough time to see measurable results when some of the interventions occurred in FY2020. More time may be needed for higher-level positions to open and for the promotion process to conclude. What may be more salient in the data other than promotions is the separation rate due to the timeline of the intervention.

FY	Accomplishments
2020	Comments: Subsequent action contingent upon survey results in several key categories. The first key category is "additional time spent in the pilot." The survey assessed the need and desire for the continuation of the program from participants. Participants were given the options of one, two, three or four or more years to continue the pilot. The second category is "other training." The survey will dictate what other types of intervention/training that are requested by the cohort. Lastly, the survey asked for leaders from the cohort to be involved in the next timeframe of intervention. The survey will identify leaders by asking who would like to be leaders within their cohort or for the next cohorts moving forward.

Part J: Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. Section 1614.203e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment and retention of employees and applicants with disabilities.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and PWTD in the federal government.

1. **Using the goal of 12% as the benchmark, does your Agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes," describe the trigger(s) in the text box.**
   a. Cluster GS-1 to GS-10 (PWD)   **Yes X** No
   b. Cluster GS-11 to SES (PWD)   **Yes X** No

   The rate of representation of PWD in grade levels GS-01 to GS-10 is at 7.90%, which is below the 12% benchmark.

   The rate of representation of PWD in grade levels GS-11 to SES is at 7.29%, which is below the 12% benchmark.

2. Using the goal of 2% as the benchmark, does your Agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes," describe the trigger(s) in the text box.
   a. Cluster GS-1 to GS-10 (PWTD)   Yes   **No X**
   b. Cluster GS-11 to SES (PWTD)   Yes   **No X**

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

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

New managers and supervisors are required to take a complement of courses that include the agency's goals for hiring and recruitment of PWD and PWTD. These courses include annual refresher training.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire PWD and PWTD administer the RA program and SEP, and oversee any other disability hiring and advancement program the Agency has in place.

A. Plan to Provide Sufficient & Competent Staffing for the Disability Program

1. **Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no," describe the Agency's plan to improve the staffing for the upcoming year.**

   Yes X   No

2. **Identify all staff responsible for implementing the Agency's disability employment program by the office, staff employment status, and responsible official.**

Disability Program Task	Full Time	Part- Time	Collateral Duty	Responsible Officials
Processing applications from PWD and PWTD	132	0	0	Erica Nieto, Special Assistant to HR Director, erica.nieto@usda.gov
Answering public questions about hiring authorities that take disability into account	132	0	0	Erica Nieto, Special Assistant to HR Director, erica.nieto@usda.gov
Processing RA requests from applicants and employees	6	0	0	Sherry L. Neal, Branch Chief, Reasonable Accommodations (Acting) Sherry.Neal@usda.gov
Section 508 Compliance	1	0	0	Dennis Lapcewich (he/him) Management Program Analyst | USFOREST SERVICE 508 Taskforce p: 360-891-5024 dennis.lapcewich@usda.gov Craig Alan Fay, Section 508 Program Manager, Information, Data and Performance, IRM CIO Forest

Disability Program Task	Full Time	Part-Time	Collateral Duty	Responsible Officials
				Service, NRE, USDA, 505-563-7023, craig.fay@usda.gov
Architectural Barriers Act Compliance	1	0	0	Matthew Arnn, Chief Landscape Architect, Recreation, Heritage, and Volunteer Resources, matthew.arnn@usda.gov
SEP for PWD and PWTD	1	0	6	Jessica J Torres, Disability Employment Program Manager (DEPM), jessica.torres@usda.gov

3. **Has the Agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If "yes," describe the training that disability program staff have received. If "no," describe the training planned for the upcoming year.**

   Yes X   No

   This year, Forest Service employees received virtual disability training, including Special Emphasis Program Managers, Departmental Special Emphasis Program Managers, Human Resources Management, and the Office of Civil Rights.

B. Plan to Ensure Sufficient Funding for the Disability Program

   Has the Agency provided sufficient funding and other resources to implement the disability program during the reporting period successfully? If "no," describe the Agency's plan to ensure all aspects of the disability program have sufficient funding and other resources.

   Yes X   No

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d) (1) (i) and (ii), agencies must establish a plan to increase the recruitment and hiring of PWD. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD.

A. Plan to Identify Job Applicants with Disabilities

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

   In alignment with the Office of Personnel Management (OPM), a full-time Selective Placement Program Coordinator (SPPC) is in place to recruit individuals with disabilities for the Forest Service.

The role of the Forest Service's SPPC at the Albuquerque Service Center is to serve as the agency's point of contact for individuals seeking HR information about Schedule A Hiring Authority and other excepted hiring authorities, developing recruitment strategies, and establishing contacts with external recruitment sources to reach individuals with disabilities.

The SPPC advises management on disability recruitment, hiring, advancement and retention. The SPPC also replies to applicant inquiries. These replies include a detailed response with a collection of attachments, links to relevant websites, and other information pointing the potential applicants to various internal and external resources. The SPPC provides advice on several different pathways to federal employment for individuals who may qualify for Schedule A hiring.

The SPPC works in partnership with the Office of Civil Rights' Disability Program Manager to discuss potential applicants. The SPPC is a new position; therefore, partnership roles are currently being defined and will be laid out for FY21.

The SPPC, as defined in Part C, can provide potential Schedule A applicants with the following information described in the agency's use of Schedule A Hiring Authority to recruit PWD and PWTD for positions in the permanent workforce:

➢ Contact information for all USDA Special Emphasis Program Managers;
➢ Information about creating a USAJOBS account;
➢ How to locate vacancy announcements, apply to open positions, and track the status of applications on   USAJOBS;
➢ Schedule A letter template, a 20-page informational handbook on Schedule A for applicants, and a "tips" sheet for finding and being hired for a federal job.
➢ Provide more detailed information about applying for merit vacancies as a Schedule A candidate;
➢ How to join OPM's shared list of people with disabilities;
➢ Where to go to sign up for TAP-Ability – a talent acquisition portal for individuals with disabilities
➢ How to use the Forest Service outreach database to locate potential vacancies before they are formally advertised.

Continued work through FY2021 to include a partnership with the SPPC:

➢ The FY2021 Forest Service Recruitment Plans - participation with National Talent Acquisition Network and other coordinated national recruitment events focusing on outreach/ recruitment of PWD/PWTD candidates.
➢ Customized Recruitment Plans for specific events are developed, including assigning members of the national cadre to attend each event. See the Attached document: Forest Service National Collective Hiring & Recruitment (NCHR) for event schedules and planned positions to be filled.
➢ Fiscal Year (FY)2021 Strategic Entry Level (SEL) Events.
➢ FY 21 Strategic Entry Level Hiring Events, Strategy, & Positions to be Offered
➢ Recruiter cadre is trained/informed regarding updated guidance, use of Schedule A Authority, and shared key PWD/PWTD recruitment network sources.
➢ FY21 Forest Service Recruitment Plans will utilize recruitment sources including resume mining USAJOBs, Department of Labor's Workforce Recruitment Program of Schedule A eligible

college students and recent graduates, Job Corps Centers, POCs at local schools/colleges serving students with disabilities, American Job Centers, Council of State Administrators of Vocational Rehab, National Employment Team (NET), Veteran Recruitment Agencies, Centers for Independent Living, Disability & Veterans Community Resources Directory, Employment Networks, and Recruit Ability.

➢ The Forest Service negotiated the union agreement, which supports the flexibility of selecting officials to fill vacancies noncompetitively via Schedule A at any grade level.

2. **Pursuant to 29 C.F.R. § 1614.203(a) (3), describe the Agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.**

Forest Service has a SPPC to coordinate special placement. When candidates are located, this SPPC works with local human resources specialists to affect the hires and coordinate onboarding coordination, when applicable.

3. **When individuals apply for positions under a hiring authority taking disability into account (e.g., Schedule A), explain how the Agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.**

Applicants who apply for positions under Schedule A via USAjobs have eligibility determined via the same evaluation process as other candidates but are placed on a separate certificate for hiring managers' consideration. Applicants who apply directly to the SPPC have their qualifications reviewed by a human resources specialist (locally identified by the SPPC) for the position identified. The human resources specialist explains whether and how the hire can/will be affected and the person brought onboard.

4. **Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes," describe the types of training and frequency. If "no," describe the agency plan to provide this training.**

Yes X   No   N/A

This year virtual training was provided for all supervisors and managers online on Schedule A and reasonable accommodation. Managers and supervisors complete annual training that includes modules on hiring and recruiting using Schedule A authority and reasonable accommodation. Other resources available to managers and supervisors are through special emphasis program managers. Outside of the formal training courses, managers and supervisors have periodical roundtable discussions on recruiting candidates with disabilities, advantages for hiring disabled workers, and hiring, recruiting and retaining persons with disabilities.

B. Plan to Establish Contacts with Disability Employment Organizations

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

The Forest Service has active SEPMs who connect with affinity groups and outside organizations, including Veteran's Affairs Vocational Rehab, to go beyond special emphasis events. The SEPM

collects, reviews and analyzes data, reviews changes in internal policies, practices and procedures, focuses on talent recruitment and development, improves education and training, identifies barriers, builds partnerships with rehab agencies, measures diversity initiatives' effectiveness, and ensures transparency of operations. Examples of organizations we maintain contact with: Federal Exchange and Disability, New Mexico Workforce Solutions, U.S. Department of Defense's Diversity Management Operations Center, A Ticket to Success-Tulare County Office of Education, Abilities Foundation, A New Leaf - MesaCan Program, nine to5 Working Women, 40 Plus, 100 Black Men of North Metro Atlanta Placement Office, 1200 O'Brien Drive, AARP Arizona, Abilities Foundation, Abilities in Motion, Abilities Inc, Abilities of Northwest Jersey, Inc, Abilities Unlimited, Oahu, Ability Connection Colorado, Ability Works, Airman & Family Readiness Office and many more.

C. Progression towards Goals: Recruitment and Hiring

1. **Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce?**
   a. New Hires for Permanent Workforce PWD   **Yes X** No
   b. New Hires for Permanent Workforce PWTD   Yes   **No X**

   A trigger among permanent workforce new hires: PWD is at 10.79%, which is below the EEOC 12% goal. However, this number increased from 8.91% in FY2019.

2. **Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the MCOs?**
   a. New Hires for MCO PWD   Yes   No   **N/A X**
   b. New Hires for MCO PWTD   Yes   No   **N/A X**

   MD-715 Table B6 does not provide complete applicant flow rates for the MCO job series. The only information available is the number and percentage of selections. In the meantime, other means are being developed to monitor this information.

3. **Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the MCOs?**
   a. Qualified Applicants for MCO PWD   Yes   No   **N/A X**
   b. Qualified Applicants for MCO PWTD   Yes   No   **N/A X**

MD-715 Table B6 does not provide complete applicant flow rates for the MCO job series. The only information available is the number and percentage of selections. In the meantime, other means are being developed to monitor this information.

4. **Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the MCOs?**
   a. Promotions for MCO PWD   Yes   **No X   N/A X**
   b. Promotions for MCO PWTD   Yes   **No X   N/A X**

   MD-715 Table B6 does not provide complete applicant flow rates for the MCO job series. The only information available is the number and percentage of selections. In the meantime, other means are being developed to monitor this information**.**

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

Pursuant to 29 C.F.R. Section 1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. Advancement Program Plan

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

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

USDA Forest Service has successfully used learning coaches with middle and senior level classes under the "Leaders Growing Leaders" strategy. Learning coaching is offered to Forest Service employees and inspires the leadership program participants/clients to maximize their personal and professional potential. Internal coaching is a cost-effective, capacity-building method to build leaders of the future more efficiently.

In accordance with the USDA Departmental Regulation, 4740-001, the training and development branch offers mentoring and protégé opportunities to ensure investment is made for the future of the Forest Service. Mentoring and protégé applications will be accepted (with supervisor approval) in January of each year. Mentors serve as role models, providing direction and support to the protégés employee development journey.

B. Career Development Opportunities

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

The Agency supports internal leadership development through the National Senior Leader Program (SLP), targeted to GS-13 and GS-14 employees; ten regional Middle Leader Programs (MLP), targeted to GS-9 to GS-12 employees; and the National New Leader Program (MNNLP), targeted to GS-7 to GS-11 employees. Selection for these programs follows a competitive process. Launching in 2021 is the Foundations of Leadership Program, a virtual cohort-based early leadership development program targeted at GS-3 to GS-9 employees. The Forest Service also develops supervisors through New Supervisor Training for all supervisors with less than one year of supervisory experience and through

USDA's Experienced Supervisor Training for all supervisors who have been a supervisor for at least one year. In 2020, the Agency offered national supervisor training to all supervisors that focused on Performance Management, Preventing Retaliation, and Informal Coaching. The focus of the 2021 national supervisor training is on emotional intelligence and building a positive work environment. Additionally, the regions often offer ad hoc training for leaders, and the Agency participates in external leadership development programs, such as the OPM Federal Executive Institute Leadership for a Democratic Society and Harvard's Senior Executive Fellows and Senior Managers in Government. Participation in these external leadership development programs is limited to GS-15s and SES; participants are selected through a competitive process.

2. **In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendatioN/Approval to participate.**

Career Development Opportunities	Total Applicants (#)	Total Selectees (#)	PWD Applicants (%)	PWD Selectees (%)	PWTD Applicants (%)	PWTD Selectees (%)
Internship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Fellowship Programs	N/A	5	N/A	0.00%	N/A	N/A
Mentoring Programs	N/A	N/A	N/A	N/A	N/A	N/A
Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A
Training Programs	N/A	357	N/A	3.36%	N/A	3.36%
Detail Programs	N/A	N/A	N/A	N/A	N/A	N/A
Other Career Development Programs	N/A	34	N/A	5.88%	N/A	5.88%

3. **Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs?**
   a. Applicants (PWD)   Yes   No   **N/A X**
   b. Selections (PWD)   Yes   No   **N/A X**

4. **Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified?**
   a. Applicants (PWTD)   Yes   No   **N/A X**
   b. Selections (PWTD)   Yes   No   **N/A X**

C. Awards

1. **Using the inclusion rate as the benchmark, does your Agency have a trigger involving PWD and/or PWTD for any level of time-off awards, bonuses, or other incentives?**
   a. Awards, Bonuses, & Incentives (PWD)   Yes   **No X**
   b. Awards, Bonuses, & Incentives (PWOD)   Yes   **No X**

2. **If the Agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If "yes" describe the employee recognition program and relevant data in the text box.**
   a. Other Types of Recognition (PWD)   Yes   No   **N/A X**
   b. Other Types of Recognition (PWTD)   Yes   No   **N/A X**

D. Promotions

1. **Does your Agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees. For non-GS pay plans, please use the approximate senior grade levels.**
   a. SES*
      i.   Qualified Internal Applicants (PWD)   Yes   No   **N/A X**
      ii. Internal Selections (PWD)   Yes   No   **N/A X**
   b. Grade GS-15
      i.   Qualified Internal Applicants (PWD)   Yes   No   **N/A X**
      ii. Internal Selections (PWD)   Yes   No   **N/A X**
   c. Grade GS-14
      i.   Qualified Internal Applicants (PWD)   Yes   No   **N/A X**
      ii. Internal Selections (PWD)   Yes   No   **N/A X**
   d. Grade GS-13
      i. Qualified Internal Applicants (PWD)   Yes   No   **N/A X**
      ii. Internal Selections (PWD)   Yes   No   **N/A X**

   The USDA is responsible for all aspects of SES selections and placements. USDA, not the FOREST SERVICE, hires SES employees. However, the Forest Service monitors conversions from career appointments to SES career appointments, including those for both PWTD and PWD. FOREST SERVICE also monitors promotions to 'ST-00' and 'SL-00', which are SES equivalents. The FOREST SERVICE is currently developing supplemental data reports to track and monitor this information to enable us to populate MD-715 Tables B6, B7, and B8 fully.

2. **Does your Agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees. For non-GS pay plans, please use the approximate senior grade levels. If "yes," describe the triggers in the text box.**
   a. SES*
      i. Qualified Internal Applicants (PWTD)   Yes   No   **N/A X**
      ii. Internal Selections (PWTD)   Yes   No   **N/A X**
   b. Grade GS-15
      i. Qualified Internal Applicants (PWTD)   Yes   No   **N/A X**
      ii. Internal Selections (PWTD)   Yes   No   **N/A X**
   c. Grade GS-14
      i. Qualified Internal Applicants (PWTD)   Yes   No   **N/A X**
      ii. Internal Selections (PWTD)   Yes   No   **N/A X**
   d. Grade GS-13
      i. Qualified Internal Applicants (PWTD)   Yes   No   **N/A X**
      ii. Internal Selections (PWTD)   Yes   No   **N/A X**

3. **Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels.**
   a. New Hires to SES* PWD   Yes   No   **N/A X**
   b. New Hires to GS-15 PWD   Yes   No   **N/A X**
   c. New Hires to GS-14 PWD   Yes   No   **N/A X**
   d. New Hires to GS-13 PWD   Yes   No   **N/A X**

4. **Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels.**
   a. New Hires to SES* PWTD   Yes   No   **N/A X**
   b. New Hires to GS-15 PWTD   Yes   No   **N/A X**
   c. New Hires to GS-14 PWTD   Yes   No   **N/A X**
   d. New Hires to GS-13 PWTD   Yes   No   **N/A X**

5. **Does your Agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees. If "yes," describe the triggers in text box.**

Executives:

i.   Qualified Internal Applicants PWD   Yes   No   **N/A X**
ii. Internal Selections PWD   Yes   No   **N/A X**

Managers:

i.   Qualified Internal Applicants PWD   Yes   No   **N/A X**
ii. Internal Selections PWD   Yes   No   **N/A X**

Supervisors

i.   Qualified Internal Applicants PWD   Yes   No   **N/A X**
ii. Internal Selections PWD   Yes   No   **N/A X**

6. **Does your Agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.**

Executives:

iii. Qualified Internal Applicants PWTD   Yes   No   **N/A X**
iv.   Internal Selections PWTD   Yes   No   **N/A X**

Managers:

iii. Qualified Internal Applicants PWTD   Yes   No   **N/A X**
iv.   Internal Selections PWTD   Yes   No   **N/A X**

Supervisors

iii. Qualified Internal Applicants PWTD   Yes   No   **N/A X**
iv.   Internal Selections PWTD   Yes   No   **N/A X**

7. **Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWD among the selectees for new hires to supervisory positions?**
    a. New Hires for Executives* PWD   Yes   No   **N/A X**
    b. New Hires for Managers PWD   Yes   No   **N/A X**
    c. New Hires for Supervisors PWD   Yes   No   **N/A X**

8. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTD among the selectees for new hires to supervisory positions?
    a. New Hires for Executives* PWTD   Yes   No   **N/A X**
    b. New Hires for Managers PWTD   Yes   No   **N/A X**
    c. New Hires for Supervisors PWTD   Yes   No   **N/A X**

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for PWD, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining PWDs; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the RA program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

1. **In this reporting period, did the Agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If "no," please explain why the Agency did not convert all eligible Schedule A employees.**

   Yes   **No X**

   An agency may appoint employees on a permanent, time-limited, or temporary basis. In FY2018, the Forest Service appointed approximately 124 Schedule A hires. Of those 124 Schedule A hires, 73 were appointed to permanent positions. Twenty-one employees separated before completing the mandatory 2-year trial period; 9 resignations and 12 various terminations. Six permanent appointees used their Schedule A eligibility to promote to another position within the initial 2-year trial period, effectively extending their conversion eligibility dates by an additional two years. There were 51 time-limited and temporary Schedule A appointments.

   Time-limited and temporary Schedule A appointments have an NTE date and are not eligible for conversion because the positions are temporary. However, Schedule A time-limited and temporary appointees may be eligible for a different Schedule A appointment to a non-temporary position.

   After two years of successful performance, employees in the Excepted Service under Schedule A, 5 CFR § 213.3102 (u) *may* be non-competitively converted to a career or a career-conditional appointment upon their supervisor's recommendation. While there is *no requirement* to convert, conversion from Excepted Service into a Competitive Service Appointment is beneficial for the employee. This conversion affords the employee reinstatement rights and competitive status, which enables employees to compete for opportunities advertised under the Merit procedures.

2. **Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of PWDs?**
   a. Voluntary Separations PWD   **Yes X** No
   b. Involuntary Separations PWD   **Yes X** No

   Voluntary Separations: The inclusion rate for PWD is 8.40% compared to 6.99% for PWOD.

   Involuntary Separation: The inclusion rate for PWD is 0.67% compared to 0.22% for PWOD.

3. **Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of PWTD?**
   a. Voluntary Separations PWTD   **Yes X** No
   b. Involuntary Separations PWTD **Yes X** No

Voluntary Separations: PWTD Inclusion: 9.01% compared to 7.10%

Involuntary Separation: PWTD Inclusion: 0.67% compared to 0.22% for PWOTD

4. **If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the Agency using EI results and other data sources.**

The Forest Service does not collect exit interview information from employees who are terminated or otherwise involuntarily separated. Exit interview statements positive responses from persons with disabilities are slightly higher among persons with disabilities, though the nature of any correlation is not readily discernible.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of Agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of Agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

Please provide the internet address on the Agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

The USDA Forest Service public website [USDA Accessibility Statement](#) web page contains the USDA Accessibility Statement addressing rights under Section 508, plus a link to the nondiscrimination statement instructions on filing a complaint.

1. **Please provide the internet address on the Agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.**

   The USDA Forest Service public website, [Office of Civil Rights](#), contains "Accessibility Laws, Regulations, Policies and Guidelines." This section includes additional links to rights under ABA, ABAAS, Section 504, 508, and ADA Title V Section 508c: plus a link to the nondiscrimination statement/instructions on filing a complaint.

2. **Describe any programs, policies, or practices that the Agency has undertaken or plans to undertake over the next fiscal year designed to improve the accessibility of Agency facilities and/or technology.**

   The Forest Service's Chief Information Officer is committed to providing reasonable accommodation in all its activities, services, and programs for individuals with disabilities.

   The Forest Service has an Employee Services intranet site that provides employees:

   - ➤ assistive technology links to Inside the Forest Service,
   - ➤ Teleworking Resources,
   - ➤ a helpdesk and TTY number,

- ➢ Be Prepared website,
- ➢ Employee Personal Page,
- ➢ resources for new employees,
- ➢ employee benefits and services, and
- ➢ the Anti-Harassment Policy link.

USDA's Chief Information Officer maintains a state-of-the-art Technology and Accessible Resources Give Employment Today (TARGET) Center that utilizes the power of technology and provides impactful services related to improving accessibility, contributing to the complete employment experience of individuals with disabilities.

Regarding access to FOREST SERVICE facilities, including its buildings, forests and grasslands, parks and recreation, the FOREST SERVICE is committed to uplifting and empowering its employees by enhancing recreation, buildings and technology by creating access and sustaining infrastructures available to its employees and stakeholders, including persons with disabilities.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. **Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)**

The FY2020 average reasonable accommodation request processing timeframe (10/1/2019 to 9/30/2020) is 92%, 2% above the required 90% processing timeframe within 30 business days.

2. **Describe the effectiveness of the policies, procedures, or practices to implement the Agency RA program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.**
   - ➢ Reasonable accommodation procedures/policy posted, with an addendum developed regarding the provision of personal assistance services.
   - ➢ The agency continues to display its [Section 508 Accessibility](#) information link on its front page (intranet/internet Civil Rights and USDA's Forest Service), with links included to pages on "Understanding Disabilities," Awareness, Education and Training, FAQs, Web, Procurement, and Legal.
   - ➢ The FOREST SERVICE provides annual training to all managers and supervisors to include modules on reasonable accommodation processes and procedures, working with persons with disabilities, understanding disabilities.

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

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide PAS to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the Agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

The Forest Service continues to enhance the quality of its customer service by continually educating employees, managers, and supervisors through periodic training and resources posted on its intranet website. Part H.2. advocates education and training of DEPM, supervisors, managers, and employees regarding building reasonable accommodation and personal assistance services administration competencies.

Section VI: EEO Complaint and Findings Data

A. EEO Harassment Complaint Data

1. **During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?**

   Yes X   No   N/A

   Through September 30, 2020, there were 16 of 39 complaints (34.48%) alleging harassment, compared to the government-wide average of 20.82%.

2. **During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?**

   Yes   **No X**   N/A

   There were no findings of harassment issued during FY2020. The agency closed ten complaints with settlement agreements.

B. EEO Reasonable Accommodation Complaint Data

1. **During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?**

   Yes X   No   N/A

   Through September 30, 2020, there were 10 of 29 complaints (41.03%) alleging failure to provide an RA, compared to the government-wide average of 14.02%.

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

   Yes X   No   N/A

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

The Agency issued one (1) finding of discrimination for failure to provide a reasonable accommodation after EEOC initially dismissed the claim. As of September 30, 2020, corrective measures were being determined by the Agency. The agency closed four complaints with settlement agreements.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. **Has the Agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?**

   Yes   **No X**

2. **Has the Agency established a plan to correct the barriers involving PWD and/or PWTD?**

   Yes   **No X**   N/A

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

Trigger 1	PWDs grade level representation in GS-01 to GS-10 is 7.90%, and GS-11 to SES is 7.29%, below the EEO 12% (Table B-4 FY19 Q4).
Barriers	This barrier is presently not defined.
Objective	Identify a policy procedure or practice impacting PWD GS-1 to GS-10 and GS-11 to SES experience below expected levels and develop an Action Plan to support their numbers.

Responsible Officials	Performance Standards Address the Plan
FOREST SERVICE Leadership, CR, and HRM Directors	No
Barrier Analysis Process Completed?	**Barriers Identified**
A statistical analysis was conducted for total workforce participation of MD-715 tables B1, B3-1, B4	No

Sources of Data	Sources Reviewed	Identify Information Collected
Workforce Data Tables	Yes	MD-715 B tables, Promotions, Awards, Separations, Leadership Opportunities
Complaint Data (Trends)	Yes	Data is provided in Quarterly EEO Complaint Trend analysis reports
Grievance Data (Trends)	Yes	Working to make this data available
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	N/A
Climate Assessment Survey (e.g., FEVS)	No	FEVS and Unit Surveys
Applicant Flow Data	N/A	Temporarily unavailable.
Focus Groups	No	N/A
Interviews	No	N/A
Surveys	No	N/A
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	N/A

Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
09//30/2020	Manager Barrier Analysis Training	N/A	09/30/2021	N/A
09/30/2020	Collect PWD GS-11 to SES applicant flow data	N/A	09/30/2021	N/A
09//30/2020	Conduct PWD GS-11 to SES Focus Groups or surveys to find out their opinion what is causing low numbers	N/A	09/30/2021	N/A
09//30/2020	Conduct PWD GS-11 to SES Hiring Manager Focus Groups or surveys to learn low number source	N/A	09/30/2021	N/A
09/30/2018	Train service centers to conduct BA SC training to support uncovering local PWD GS-11 to SES barriers	Yes	09/30/2021	N/A

Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
09/30/2018	CR, HRM and WEPO will collaborate to edit data collections and suggest additional data fields to add to increase data value	Yes	09/30/2021	N/A

FY	Accomplishments
2019	Collected trigger data demonstrating PWD Grade related Barriers exist
2019	Selected one PWD Group to focus on FY2020. Barrier Analysis efforts

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

   N/A

2. **For the completed planned activities, describe the actual activity impact toward eliminating the barriers.**

   Trigger data was collected among a selected group of PWDs, supporting uncovering the EEO barrier and implementing a successful Action Plan.

3. **If the planned activities did not correct the triggers and/or barriers, please describe how the Agency intends to improve the plan for the next fiscal year.**

   N/A

Trigger 2	PWDs (9.49%) and PWTDs (3.18%) are separating at rates exceeding their respective permanent workforce participation rates of 7.73% and 2.41%, respectively.
Barrier	Barriers impacting PWD and PWTD separation rates are presently unknown.
Objective	Identify a policy, procedure or practice impacting PWD and PWTD separation rates.

Responsible Officials	Performance Standards Address the Plan
Outreach, Diversity, Equity and Inclusion staff	Yes
Barrier Analysis Process Completed	Barriers Identified
No	No

Data Sources	Sources Reviewed	Identify Information Collected
Workforce Data Tables	Yes	MD-715 B Tables, Promotions, Awards, Separations
Complaint Data	N/A	We are in the process of adding PWD info to this report.
Grievance Data	N/A	We are in the process of adding PWD info to this report.
Decisions Findings	No	N/A
Climate Assessment Survey: FEVS	Yes	FEVS and Unit Surveys
EI Survey Data	N/A	We are in the process of adding PWD info to this report.
Focus Groups	No	N/A
Interviews	No	N/A
Reports	No	N/A
Other	No	N/A

Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
06/01/2020	Amend Complaint data collection parameters to include more definitive demographics: PWD status, GS Level	Yes	06/01/2021	N/A
07/30/2020	Review PWD GS-11 to SES complaints data to inform this barrier analysis	Yes	07/30/2021	N/A
07/30/2020	Collect and review PWD GS-11 to SES exit surveys and comments about why they are leaving	Yes	07/30/2021	N/A
07/30/2020	Conduct PWD GS-11 to SES focus groups research to learn why numbers are low	Yes	07/30/2021	N/A
07/30/2020	Develop and deploy a PWD GS-11 to SES Survey to learn why numbers are low	Yes	07/30/2021	N/A

Target Date	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date
07/30/2020	Develop and conduct a PWD GS-11 to SES hiring manager Focus group experience or survey	Yes	08/30/2021	N/A
08/30/2020	Review data and define the barrier	Yes	09/30/2021	N/A
09/30/2020	Develop a barrier action plan and communicate to USDA FOREST SERVICE SCs	Yes	09/30/2021	N/A
09/30/2020	Present end of FY Results	Yes	07/30/2021	N/A

FY	Accomplishments
2019	Collected trigger data demonstrating a PWD barrier exists over multiple years.
2019	Selected PWD Groups to focus barrier analysis upon PWD GS-11 to SES
2019	Determined continuous PWD GS-11 to SES below expected numbers over multiple years, indicating a barrier exists.

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

   N/A

2. **For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barriers.**

   Uncovered trigger data among PWDs indicates a barrier exists. We are in the process of defining the barrier and developing an Action Plan to impact it.

3. **If the planned activities did not correct the triggers and/or barriers, please describe how the Agency intends to improve the plan for the next fiscal year.**

   We are presently collecting data to define the barrier among PWD GS-11 to SES, resulting in below expected WF numbers.

LIST OF APPENDICES

Number	Title	Location
C1:	Organizational Chart	Tab 1
C2:	EEO Policy Statement	Tab 2
C3:	Strategic Plan	Tab 3
C4:	Anti-Harassment Policy and Procedures	Tab 4
C5:	Reasonable Accommodation Procedures	Tab 5
C5:	Personal Assistance Services Procedures	Tab 5
C6:	EEOC Form 462 – Annual Federal EEO Statistical Report of Discrimination Complaints	Tab 5
C7:	Part G - Self-Assessment	Tab 6
C8:	FY2020 Third Quarter MD-715 Report	Tab 7
C9:	FY2020 Workforce A and B Tables	Tab 8
C10:	Part F - Continuing EEO Programs Establishment and Certification	Tab 9
C11:	Alternative Dispute Resolution Procedures	Tab 10
C12:	Barrier Analysis (Hispanics in the Federal Workforce)	Tab 11

ACRONYMS

Acronym	Expansion	Acronym	Expansion
ADR	Alternative Dispute Resolution	NET	National Employment Team
AI/AN	American IndiaN/Alaska Native	NFC	National Finance Center
CLF	Civilian Labor Force	NESC	Northeastern Service Center
CMP	Conflict Management and Prevention	NNEO	National New Employee Orientation
CAD	Communicating Across Distances	NH/OPI	Native Hawaiian/Other Pacific Islander
CLF	Civilian Labor Force	NTAN	National Talent Acquisition Network
CASVR	Consortium of State Administrators for Vocational Rehabilitation	OCLF	Occupational Civilian Labor Force
CR	Civil Rights	OCR	Office of Civil Rights
CTAR	Cultural Transformation Accountability Report	PAS	Personal Assistance Services
EEO	Equal Employment Opportunity	PWD	Persons with Disabilities
DEPM	Disability Employment Program Manager	PWOD	Persons Without Disabilities
DVAAP	Disabled Veterans Affirmative Action Program	PWTD	Persons with Targeted Disabilities
EEOC	Equal Employment Opportunity Commission	RA	Reasonable Accommodation
EI	Exit Interview	SEP	Special Emphasis Program
EN	Employment Networks	SEPM	Special Emphasis Program Manager
FEORP	Federal Equal Opportunity Recruitment Program	SLP	Senior Leadership Program
FOREST SERVICE	Forest Service	SOP	Standard Operating Procedure
FY	Fiscal Year	USDA	United States Department of Agriculture
HRM	Human Resources Management	VR	Vocational Rehabilitation
IITF	International Institute of Tropical Forestry	WEPO	Work Environment Performance Office
MCO	Mission-Critical Occupation	WO	Washington Office
MD	Management Directive	WRP	Workforce Recruitment Program
MLP	Middle Leader Program	WEPO	Work Environment and Performance Office
MCO	Mission-Critical Occupation		

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