

**Forest Service Handbook
National Headquarters (WO)
Washington, DC**

Forest Service Handbook 1709.11 – Civil Rights Handbook

Chapter 10 - Civil Rights Program Management

Amendment: 1709.11-2000-9

Effective date: May 24, 2000

Duration: This amendment is effective until superseded or removed.

Superseded Directive: Amendment 1709.11-91-2 to FSH 1709.11,10

Approved by: Mike Dombeck, Chief

Date approved:

Responsible Staff:

Explanation of changes: Following is an explanation of the changes throughout the directive by section.

POSTING NOTICE. Amendments are numbered consecutively by Handbook number and calendar year. Post by document name. Remove entire document and replace with this amendment. Retain this transmittal as the first page of this document. The last amendment to this Handbook was Amendment 1709.11-2000-8 to FSH 1709.11,10 Contents.

10.2: Adds a cross-reference to objectives of the Civil Rights Program in FSM 1710.2.

10.3: Adds a cross-reference to policy in FSM 1710.3 and Departmental Regulation (DR) 4300-6.

10.6: Adds direction on the components of Civil Rights Programs.

11.1: Changes the name of the former Affirmative Action Plan to the current Affirmative Employment Plan and revises direction on the preparation of the plan and accomplishment reports.

11.2: Adds a section on the Federal Equal Opportunity Recruitment Program Plans and Reports.

11.3: Adds a section on the Disabled Veterans Affirmative Action Plans and Reports.

11.4: Adds a section on the Persons with Disabilities Program Plans and Reports.

12-12.1: Removes obsolete direction on the targeting system and targeting process and changes the caption for section 12 for to Controls.

13.04-13.04b: Adds direction on the responsibility of the Service-wide Civil Rights Advisory Committee at section 13.04a and establishes a code for purposes of field supplementation concerning the responsibility of field unit committees.

13.1: Makes minor editorial and formatting changes to the Service-wide Civil Rights Advisory Committee charter and bylaws in exhibit 01.

14: In the outline of a field unit civil rights program review in exhibit 01, removes the reference to the obsolete Management Attainment Report. Adds African American, American Indian/Alaska Native, and Persons with Disabilities Programs to section IA(2)(c), Internal Program Dissemination. Removes the reference to Public Notification Plans and clarifies the certification process in section IIB(4).

16-16.4: Adds new direction on Employee Organizations in sections 16.1, African American Strategy Group; 16.2, American Indian Council; 16.3, Asian Pacific American Group; 16.4, Hispanic Employee Association; 16.5, Pathfinders, an Association of People with Disabilities in Government; and 16.6, ACROSS.

17: Removes obsolete direction on Reporting and adds new direction on Towards a Multicultural Organization in sections 17 to 17.2.

18: Removes an obsolete section on Communications and Information.

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This chapter provides detailed direction or cross-references to other chapters containing the detailed direction for managing the components of the Civil Rights Program listed in FSM 1710.6 and in section 10.6 of this chapter. For broad direction on program management, see FSM 1710 and Departmental Regulation (DR) 4300-5 and 4300-6.

10.2 - Objectives

(See FSM 1710.2).

10.3 - Policy

(See FSM 1710.3; DR 4300-6).

10.6 - Components of Civil Rights Programs

(See FSM 1710.6; DR 4300-5). Civil Rights Programs at the Washington Office and at the Regions, Stations, Area, and Institute include the following components (detailed direction is located at the Manual and Handbook cross-references cited to the Forest Service Manual (FSM) and Handbook (FSH) and Departmental Regulation (DR) and Manual (DM).

1. Affirmative Employment Plans, Monitoring, and Evaluation (FSM 1711; section 11 of this Handbook; DM 4310-1).
2. Civil Rights Advisory Committees (sec. 13); Reviews and Functional Assistance Trips (section 15; DR 4330-2 and 4330-3).
3. Special Emphasis Programs (FSM 1760; Chapter 60; DR 4230-2).
4. Public Notification Programs (FSM 1720; Chapter 20; DR 4300-3, 4360-1).
5. Civil Rights Impact Analysis (FSM 1730; Chapter 30; DR 4300-4).
6. Civil Rights Training, Awards, and Recognition (FSM 1740; Chapter 40 and 60; DR 4120-1).
7. Title VI, Federal Financial Assistance Program Civil Rights Monitoring and Compliance (FSM 1770; Chapter 70; DR 4330-2).
8. Monitoring of Civil Rights Compliance in Direct Programs, including the Historically Black Colleges and Universities/1890 Institutions (FSM 1780; Chapter 80; DR 4330-3).
9. Monitoring of Civil Rights Compliance in Socioeconomic Programs (FSM 1790; Chapter 90; DR 4330-1).
10. Equal Employment Opportunity (EEO) Counseling and Complaint Processing (FSM 1760; DR 4300-7).

11 - Affirmative Employment

(See FSM 1711; DR 4310-1).

11.02 - Objective

To implement effective affirmative employment plans that meet the overall objectives of the Forest Service civil rights program and that integrate civil rights concerns, goals, and objectives into the total Forest Service management system and organization and into all Forest Service programs.

11.1 - Affirmative Employment Plans and Reports

(See FSM 1711.1). Affirmative Employment Plans (AEPs) are required at the national level and at the Regions, the Stations, the Area, and the Institute. The USDA Office of Civil Rights establishes annual reporting requirements in response to direction from the Equal Employment Opportunity Commission (EEOC) and the Office of Personnel Management (OPM). The Director, Civil Rights Staff, Washington Office, forwards instructions to field units for the annual fiscal year Affirmative Employment Plan and accomplishment reporting. Accomplishment reports for the preceding fiscal year, as well as an updated affirmative employment plan, are generally due to the Washington Office, Director of Civil Rights, by January 30.

Use affirmative employment planning as the principal tool for building management accountability for employing women, minorities, and persons with disabilities and for achieving EEO program results. Ensure that the structure and content of Affirmative Employment Plans help eliminate barriers to recruitment and retention of women, minorities, and persons with disabilities.

Plans should meet requirements of EEOC, OPM, the Department, and the agency, as transmitted in the annual instructions for Affirmative Employment Plans and accomplishment reporting.

1. In the plans address the following four elements critical to affirmative employment planning:
 - a. Work force analyses that compare the Forest Service workforce to the civilian labor force to determine underrepresentation.
 - b. Recruitment goals that are measurable and obtainable and advance the agency's mission.
 - c. Objectives that are designed to achieve stated goals.

d. Action items that are designed to eliminate or eradicate barriers to the recruitment and retention of women and minorities and to correct underrepresentation.

2. Ensure accountability. Identify responsible officials charged with accomplishing the action(s) along with a specific timeframe. At a minimum, those officials responsible for preparing Affirmative Employment Plans shall:

- a. Ensure that the plan is an integral part of the total work force management planning process.
- b. Ensure that Forest Service leadership is informed about benefits derived from meeting the objectives of Affirmative Employment Plans.
- c. Establish budgeting and staffing priorities for all program areas to ensure that resources are available and adequate to accomplish all actions.

11.2 - Federal Equal Opportunity Recruitment Program Plans and Reports

(See FSM 1711.2; DR 4300-2). Federal Equal Opportunity Recruitment Program Plans are required at the national level and at the Regions, the Stations, the Area, and the Institute. The USDA Office of Civil Rights establishes annual reporting requirements in response to direction from the Office of Personnel Management. The Director, Human Resources Management Staff, Washington Office, forwards instructions for the annual fiscal year Federal Equal Opportunity Recruitment Program Plan and accomplishment reporting to field units.

11.3 - Disabled Veterans Affirmative Action Program Plans and Reports

(See FSM 1711.3). The USDA Office of Civil Rights prepares the Department's consolidated Disabled Veterans Affirmative Action Plan (DVAAP) Update and Report of Accomplishments for submission to the Office of Personnel Management (OPM). The Director, Human Resources Management Staff, Washington Office, forwards instructions for the annual fiscal year Disabled Veterans Affirmative Action Program and Accomplishment Report to field units.

11.4 - Persons with Disabilities Program Plans and Reports

(See FSM 1711.4). The Director, Human Resources Management Staff, Washington Office, is responsible for preparing the Agency Affirmative Employment Plan for Persons with Disabilities. This plan provides overall guidance for the Forest Service in the employment of persons with disabilities. The plan is available from the Washington Office, Human Resources Management Staff, and from field unit Civil Rights/Human Resources Management Offices.

12 - Controls

(See FSM 1410). For direction on monitoring and evaluating Affirmative Employment Plans refer to FSM 1760.

13 - Civil Rights Advisory Committees

The Service-wide Civil Rights Committee (SCRC) provides advice to the Chief, Regional Foresters, Station Directors, the Area Director, and the Institute Director about civil rights related matters that could affect the Forest Service. Unit Civil Rights Advisory Committees are required at all levels down to the Ranger Districts, and they must work closely with Service-wide Committee representatives to coordinate civil rights efforts. Civil Rights Advisory Committee members are appointed by their unit managers.

13.04 - Responsibility

13.04a - Service-wide Civil Rights Advisory Committee

The Service-wide Civil Rights Advisory Committee is responsible for:

1. Reviewing proposed Forest Service policies and procedures and identifying and responding to emerging issues as they relate to civil rights;
2. Making recommendations as appropriate to the line manager to correct, modify, or eliminate problems and barriers to accomplishing civil rights programs and equal opportunity goals and objectives; and
3. Monitoring the implementation of line officer's or Chief's approved recommendations.

13.04b - Unit Civil Rights Advisory Committee

Field Units (Regions, Stations, Area, Institute, and Forests) may issue supplements at this code to provide direction on the responsibility of the unit Civil Rights Advisory Committees.

13.1 - Committee Charter and Bylaws

All Civil Rights Advisory Committees must have a charter and bylaws. Exhibit 01 displays the Service-wide Civil Rights Committee Charter and Bylaws, which can be used as an example for developing similar charters and bylaws for unit committees.

13.1 - Exhibit 01

FOREST SERVICE SERVICE-WIDE CIVIL RIGHTS COMMITTEE

CHARTER AND BYLAWS

I. CHARTER

The Forest Service Service-wide Civil Rights Committee (hereafter referred to as the Committee) is established to advise the Chief on Service-wide implementation of the Department's Civil Rights Policy and Forest Service's Civil Rights Program.

The Committee will function under the overall leadership, direction, and guidance of the Chief of the Forest Service, designated as the Equal Opportunity Officer (EOO); and under specific direction of the Director, Civil Rights, Washington Office, designated as the Deputy Equal Opportunity Officer (DEOO). The Director of Civil Rights, Washington Office, has the authority to perform all duties and to exercise all the powers and functions for civil rights, which are now or may hereafter be vested in the Chief of the Forest Service.

In fulfilling its advisory role, the Committee will review proposed policy and procedures, which relate to or impact Civil Rights within the Forest Service, making such recommendations and suggestions as it feels appropriate and necessary. As its basic approach to operating, the Committee will discuss and recommend to the Chief of the Forest Service, methods which will assist in establishing and carrying out a more effective Civil Rights Program as outlined in the Forest Service's Affirmative Employment Plan for Civil Rights.

The Committee membership is comprised of Forest Service employees representing a diverse group of employees. Participation in the Committee is established in accordance with the criteria for membership as set forth in the Bylaws.

APPROVED:

/s/ Phil Janik
Chief & Equal Opportunity Officer (EOO)
USDA Forest Service

April 24, 2000
Date

/s/ Thelma Floyd
Director of Civil Rights &
Deputy Equal Opportunity Officer
USDA Forest Service

December 17, 1999
Date

13.1 - Exhibit 01--Continued

II. BYLAWS

Article I: Name. The name of the group shall be "The Forest Service, Service-wide Civil Rights Committee (SCRC)."

Article II: Functions. The Service-wide Civil Rights Committee will serve in an advisory role to the Chief in carrying out their civil rights responsibilities. In meeting its responsibilities, the Committee will:

- A. Review proposed policies and programs directly related to or impacting the Civil Rights Program and other Forest Service Civil Rights Policies.
- B. Monitor Service-wide Civil Rights activities.
- C. Make suggestions for changes in Civil Rights activities that will serve to reinforce and strengthen the Forest Service's Civil Rights Policy.
- D. Recommend that the Forest Service adopt special programs, policy revisions, or projects stressing women, minorities, persons with disabilities, and other protected class members' involvement.
- E. Provide suggestions for increasing the effectiveness of the Service-wide Affirmation Employment Plan for Civil Rights.
- F. Provide an additional channel of communication to and for the Chief of the Forest Service.

Article III: Scope of Committee Responsibility. The Service-wide Civil Rights Committee advises the Chief on Service-wide Civil Rights matters. In fulfilling its responsibility, the Committee will give emphasis only to matters of Service-wide import.

In order that the Committee may have the benefit of advice, knowledge, and assistance of special field and subject matter specialists, the Committee is hereby authorized to consult any individual employee or group of employees, Service-wide, regarding any subject or matter as the Committee deems necessary in carrying out its functions. This communication will help in fostering a proactive Forest Service Civil Rights Program. In contacts with bargaining unit employees, the SWCRC will meet its labor management obligations to inform the Partnership Council of any formal discussions when conditions of employment issues are discussed.

13.1 - Exhibit 01--Continued

Article IV: Relationship to Leadership. By the nature of its functions, the Committee serves both management and employees, giving advice and counsel in the best interests of the employees and the Agency. While the Committee serves as a channel of communication for all employees, especially for minorities, people with disabilities, the older people, and women employees, and gathers information from both employees and leadership, it is dependent, in large measure, on leadership to bring the Civil Rights Program and policy matters to the attention of the Committee.

Through the Chief, management is responsible for receiving and acknowledging the Committee's advice and counsel and for advising the Committee as to action on its suggestions and recommendations.

Article V: Membership and Organization. The Committee will consist of 3 standing members and 15 rotating members who will alternate their terms of office to assure knowledgeable persons are serving on the committee at all times. Representatives selected from field and WO units will receive "staggered" terms of office. All members are appointed by the Chief, of which at least one will be a bargaining unit representative selected from a list of nominees provided by the union.

A. The Voting Membership Shall Be as Follows:

1. Standing Members (Advisory/Non-Voting)

- Washington Office (WO) Civil Rights Staff Special Emphasis Program Managers (SEPMs), one of whom will serve as Executive Secretary to the Committee:
 - Hispanic Employment SEPM,
 - American Indian and Alaska Native SEPM,
 - Asian Pacific American SEPM,
 - African American SEPM,
 - Persons with Disabilities SEPM,
 - Federal Women's Program Managers, and
 - Title VI Specialist.
- Human Resources Management representative, HRM.
- Civil Rights representative, CR.

13.1 - Exhibit 01--Continued

2. Rotating Members

- Thirteen field representatives (9 Regions, 4 Research). The Research representatives will represent the following four (4) geographic quadrants NE, SE, NW, and SW.
- One Washington Office representative.
- One Bargaining Unit representative.

3. Executive Committee

- Chair, Chair Elect, Human Resources Management representative, Civil Rights representative, Executive Secretary.
- Three members from Regions, Stations, the Area, the Institute, and Washington Office (one must be from Research) who will rotate every two (2) years.

For the purpose of determining membership, the WO Directors for Human Resources Management and Civil Rights shall be deemed non-voting ex-officio members of the Committee. In accordance with Departmental directives, the WO Directors for Human Resources Management and Civil Rights, or their designees, shall be present at each meeting and will participate fully in all discussions.

B. Selection and Appointment of Members and Terms of Office:

1. Field Representatives shall be appointed by the Chief from a list of eligibles provided by the Washington Office Civil Rights Staff with input from the Service-wide Civil Rights Committee and other sources. The terms of service will expire annually in July of each year on an alternating basis.

2. New members are notified in writing by the Chief of their appointment to the Committee. Formal orientation to the Committee and its duties will take place at the July meeting attended by BOTH the incoming and outgoing members.

3. Resignations must be submitted in writing to the Chief, setting forth the reasons for the resignations.

13.1 - Exhibit 01--Continued

C. Duties of Members:

Members are expected to attend ALL meetings of the Committee and be prepared ("prework") to participate fully in all its deliberations. Members must notify the Chairperson in advance if they cannot be present at any of the meetings. Members are expected to arrange for suitable* replacement where possible, to ensure that all Agency work units are represented at each meeting.

*Suitable = A person who has knowledge of the Committee's purpose, rules, and operations; i.e., ex-officio members, members of Civil Rights Action Committee or Group, etc.

D. Selection and Duties of Chair:

1. Selection. The Chair Elect, who has been selected by the Committee and confirmed by the Chief, will automatically ascend to the Chair's position. The term of office shall be 1 year.

2. Duties. The Chair shall conduct all meetings of the Executive and Full Committee, prepare the agenda for each meeting, and distribute minutes and other information to the membership. The Chair may also appoint subcommittees to undertake various Committee tasks and projects. The Chair will review Committee members' submissions and issue development and completeness before review by the Executive Committee. The Chair will serve as the link between the Committee and the Chief, using the WO HRM and CR Staffs as subject matter specialists, resources, and the administrative arm of the Chief.

F. Selection and Duties of Chair Elect:

1. Eligibility. Both incoming members and those members with at least 1 full year left on the Committee are eligible for nomination. The Chair Elect shall be selected by the Committee and confirmed by the Chief. In the event a member with 1 year left on the Committee is selected for Chair Elect he/she will be automatically extended for 1 additional year.

2. Duties. The Chair Elect will assist the Chair in all meeting activities and will conduct the meetings during the absence of the Chair. The Chair Elect will semi-annually update the historical index of SCRC recommendations, to show the continuous status of actions taken on each of the recommendations.

13.1 - Exhibit 01--Continued

The Chair Elect will make Critique Committee assignments at all full membership meetings.

The Chair Elect will semi-annually update ALL formal orientation handbooks to ensure that members' information remains current.

G. Duties of the Executive Secretary:

The Executive Secretary shall assist the Chair in the arrangements for and internal administration of the Committee's business; serve as a link between the Chairperson and the Director, Washington Office Civil Rights Staff; coordinate recommendations with appropriate program areas and follow up on the Chief's actions; distribute the Chief's response to Regional Foresters, the Directors of the Stations, Area, and Institute (NLC), Committee members, and WO Deputy Chiefs; and provide reports to the Full Committee on the status of approved recommendations (Ref. Article VII, B,3).

H. Duties of Executive Committee:

The Executive Committee will meet (or communicate through a conference call system) in advance of the Full Committee meeting to review and group issues to be developed during the meeting.

This Committee will develop the tentative agenda for Full Committee meetings, and strengthen future meetings based on Critique Committee recommendations.

Article VI: Meetings and Agenda.

A. The regular meetings of the Full Committee will be held twice yearly. The Executive Committee meetings will be held in conjunction with scheduled Full Committee meetings, or on an as-needed basis.

B. Proposed location and dates of meetings are determined through a Full Committee vote. The Chief has final meeting site approval (FSM 1360).

C. The Chair, with assistance from the Executive Secretary, will establish and transmit the agenda to the Committee members in advance of each meeting. To the extent possible, agenda items for the next meeting will be determined at the close of each meeting (based on Full Committee and Executive Committee deliberation). Additional suggestions will be solicited from the Service-wide committee.

13.1 - Exhibit 01--Continued

Article VII: Issues and Recommendation(s).

A. How the Committee Selects Civil Rights Issues and Acts Upon Them:

1. Issue Identification.

- a. The Chair will send a formal letter to all members 60 working days before each meeting, soliciting Service-wide issues that demand the Committee's attention and action.
- b. Members should review previous Committee proceedings and Civil Rights Program activity at their work unit. They also should elicit information and data on proposed issues from their Civil Rights Action Committee/Groups (CRAC, CRAG); Human Resources Management; leadership; and employees. SCRC Unit Representatives will then assist in the development of issues for the Full Committee's review.

2. Issue Assessment, Selection, and Priority for Action according to Article II, Functions.

- a. All issues identified in the above steps will be submitted in writing to the Chair prior to the Committee meeting and deliberation by the Committee.
- b. After deliberation and upon a majority vote, the Committee may:
 - (1) Reject the issue as being outside the Committee's scope;
 - (2) Accept the issue for resolution in the immediate meeting;
 - (3) Accept the issue, but defer action pending further consultation; or
 - (4) Accept the issue and refer it to the Executive Committee to determine the best method for successfully dealing with the issue during the next full committee meeting.
- c. Each issue accepted for immediate attention will be given to a work group to develop recommendations for resolutions.

13.1 - Exhibit 01--Continued

B. How the Committee Develops and Transmits Written Recommendations:

SAMPLE FORMAT FOR COMMITTEE TRANSMISSIONS TO THE CHIEF

1. Recommendation: The format for written recommendations will consistently contain the elements below:

- a. Issue: Identify the problem to be addressed.
- b. Situation Statement: Outline the problem to be addressed.
- c. Options: Include a spectrum of suggestions which could produce resolution of the problem, including identification of appropriate staff unit and suggested target date for completion.
- d. Recommendations: Include the options selected as the most appropriate to resolve the issue. Upon adoption by the Committee, the above information is prepared in writing for submission to the Chief.
- e. Numbering System for Issues: Use numbers to indicate the chronology of issues developed by the Committee. Each number also includes the month, year, and location of the meeting when each issue was developed. 20-WO-01-98 means the issue was developed in Washington, D.C.; twentieth issue; first WO issue in 1998. An historical index of issues will be updated semi-annually by the Chair Elect to show the continuous status of actions taken on each of the issues.

2. Transmittal:

- a. All recommendations developed and approved by the Committee will be sent in a formal memo from the Chair to the Chief within 2 weeks of the meeting where adopted.
- b. The letter with recommendation(s), which includes staff unit or official to carry out the action, will ask for a formal reply from the Chief on the recommendation(s) within 60 days after transmittal. If this time period is not sufficient, then the Executive Secretary will provide the Committee with a status update.

3. Follow-up and Review: The WO, CR Staff will provide the Committee with a status report on the prior meeting recommendation(s) at each meeting.

13.1 - Exhibit 01--Continued

4. Annual Review: At the summer meeting of each year (usually July), the Committee will review its accomplishments and assess its progress on each of the recommendations made.

5. Duration of Issues: Issues will remain open for a maximum of 2 years. This 2-year period will begin 6 months after submission of issue(s) to Chief (for example, if an issue is submitted in January, the 2-year period begins in July).

If an issue is not resolved within the 2-year period, it will be automatically closed. It may be resubmitted as a new issue following the established procedures outlined in the charter.

C. How the Committee Develops Its Agenda:

1. Process:

- a. Chair will transmit the agenda 30 days before each meeting.
- b. Agenda will be sent directly to members and not through normal channels.
- c. Meeting place, dates, and agenda items will be identified in each agenda.
- d. Committee assignments will be spelled out in the agenda.

2. Agenda Format:

- a. Introduction
 - (1) Visitors introduced
 - (2) Administrative details
 - (3) Review of agenda
 - (4) Identification of goals and objectives of the meeting
- b. Civil Rights status report
- c. New business

13.1 - Exhibit 01--Continued

- d. Assignment of issues to Full Committee and Committee reports
- e. Selection of issues for the next meeting by the Full Committee
- f. A critique of each meeting that will be conducted by a group of members designated by the Chair Elect

APPROVED REVISION:

/s/ Phil Janik
Chief & Equal Opportunity Officer (EOO)
USDA Forest Service

April 24, 2000
Date

/s/ Thelma Floyd
Director of Civil Rights &
Deputy Equal Opportunity Officer
USDA Forest Service

December 17, 1999
Date

14 - Civil Rights Program Review

Direction on Forest Service program reviews is in FSM 1410. Exhibit 01 identifies review team activities specific to the civil rights reviews conducted for field unit programs.

14 - Exhibit 01

Outline of Field Unit Civil Rights Program Review

I. Onsite Review Activities.

A. Conduct Review in Accordance with FSM 1413, Regional Forester's and Director's Reviews.

1. Initial contact with unit.
 - a. Introduction of review team members and unit personnel.
 - b. Orientation to review approach and process.
 - c. Brief history of Civil Rights Staff's mission.
 - d. Briefing on agency and Department policies and civil rights laws, regulations, Executive orders, and other legal requirements (FSM 1700-1790; FSH 1709.11).
2. Review of unit Civil Rights Program policies and procedures.
 - a. Organization and resources.
 - b. Planning and reporting.
 - (1) Affirmative Employment Plan.
 - (2) Civil Rights Accomplishment Report.
 - c. Internal program dissemination - Equal Employment Opportunity activities.
 - (1) Hispanic Employment Program (Chapter 60).
 - (2) Federal Women's Program (Chapter 60).

14 - Exhibit 01--Continued

- (3) African American Program (Chapter 60).
- (4) Asian Pacific American Program (Chapter 60).
- (5) American Indian/Alaska Native Program (Chapter 60).
- (6) Persons with Disabilities Program (Chapter 60).
- (7) Special Programs (Chapter 60).
- (8) Civil Rights Advisory Committee (Chapter 10).
- (9) Recruitment (Chapter 10).
- (10) Training (Chapter 40).

d. External Program Dissemination - Non-EEO Activities.

- (1) Minority Business Enterprise Program (8a and other) (Chapter 90).
- (2) Title VI Compliance (Chapter 70).
- (3) Direct Programs (Chapter 80).

B. Prepare Initial Draft Review Report.

- 1. Report completed before leaving unit.
 - a. Contents.
 - (1) At a minimum, include findings and alternatives.
 - (2) Pertinent data and findings; discuss and verify.
 - b. Discussion during exit conference.

2. Basis for action planning.

C. Conduct Exit Conference.

14 - Exhibit 01--Continued

1. Summary of review.
 - a. Purpose and objectives.
 - b. Overview of review findings.
 - (1) Summary of internal and external programs.
 - (2) Descriptions of problems identified, causes, and feasible alternatives.
 - c. Commendation.

II. Post-Review Activities.

A. Final Review Report.

1. Contents.
 - a. Clear and concise.
 - b. State all essential facts about the findings.
2. Report completed within a 30-day limitation from end of onsite review to transmittal.
3. Letter of transmittal prepared and sent directly with a report to the line officers.

B. Action Plan (after principal officers at both levels receive a copy of the review report).

1. Arrangements for action planning sessions decided by mutual agreement on a case-by-case basis.
2. Plan of needed corrective action developed and agreed upon by the line officers.
3. Contents.
 - a. Actions to be implemented in order of priority.
 - b. Responsible official.
 - c. Target dates for implementation and completion.

14 - Exhibit 01--Continued

4. Certification.

- a. Letter of approval prepared for action plan.
- b. Actions certified and treated as a contract that is binding with all parties involved.
- c. Action Plan signed and dated as approved by the responsible line officers.
- d. Review formally closed.
- e. Action Plan prefaced to the review report and added to all existing copies.

15 - Functional Assistance Trips

Functional assistance trips (those trips to assist the requesting unit on an identified program) may be conducted as a cost-effective approach to improve the quality of the overall Civil Rights Program without a formal program review. Functional assistance trips must be mutually agreed upon and concurred with by the requesting and receiving units.

16 - Employee Organizations

16.1 - African American Strategy Group

The African American Strategy Group assists the agency in promoting agency multicultural goals and effective programs to support African Americans in the workforce.

16.2 - American Indian Council

The American Indian Council assists the agency in bringing the perspective of American Indians and Alaska Natives into the agency's mission and assists in promoting agency multicultural goals and effective programs to support American Indians and Alaska Natives in the workforce.

16.3 - Asian Pacific American Employee Association

The Asian Pacific American Employee Association provides leadership in assisting the agency in better utilizing the skills and talents of its Asian Pacific American workforce and in better serving Asian Pacific communities.

16.4 - Forest Service Hispanic Employee Association

The Forest Service Hispanic Employee Association promotes advancement and equal opportunities for Forest Service Hispanic employees and prospective Hispanic applicants.

16.5 - Pathfinders, an Association of People with Disabilities in the Forest Service

Pathfinders, an Association of People with Disabilities in the Forest Service, is a resource to the agency to utilize and more effectively work with people with disabilities.

16.6 - ACROSS, the Association of Christians Reaching Out in Service and Support

ACROSS, the Association of Christians Reaching Out in Service and Support, seeks to support and encourage management and employees, and to provide perspective on issues and policies such as those that involve work environment, family and career needs, civil rights, and wellness. Anyone who supports the purposes and goals of ACROSS may become a member.

17 - Toward a Multicultural Organization

17.01 - Authority

The Civil Service Reform Act of 1978 sets out the expectation of a Federal workforce "reflective of the nation's diversity." (See sec. 01 for additional authorities related to the Civil Rights Program.)

17.02 - Objectives

1. To diversify the Forest Service workforce and accomplish actions to create a caring and nurturing work environment in which leadership, power, and influence are shared.
2. To have an innovative, creative, people-oriented work culture.
3. To implement the goals and recommendations of the Toward a Multicultural Organization (TMO) task force and to measure and monitor progress through the Continuous Improvement Process (CIP) Survey.

17.03 - Policy

The policy of the Forest Service is to build a highly skilled, multicultural workforce reflective of the Nation's diversity and able to provide quality service to all Americans through a workforce that reflects the constituencies served by the agency. The Forest Service shall implement the recommendations of the Toward a Multicultural Organization (TMO) 1991 report as a strategic plan; and the Human Resources Dimension of the Natural Resources Agenda shall measure results in achieving multicultural goals using workforce statistics; and shall evaluate workplace progress using the Continuous Improvement Process (CIP) Survey.

17.04 - Responsibility

17.04a - Director, Civil Rights Staff, Washington Office

The Director, Civil Rights Staff, Washington Office, is the national spokesperson for TMO with primary responsibility for leadership in monitoring and evaluating implementation of TMO and CIP. The Director of Civil Rights has the responsibility to:

1. Monitor TMO implementation and CIP action plans submitted by the Regions, Stations, the Area, the Institute, and Washington Office staffs that address diversity management and work environment issues on work units.
2. Provide the Chief with progress reports twice each year on multicultural workforce results and CIP prior to performance reviews in order that the Chief has a complete and accurate picture of each unit's efforts to improve its workforce diversity and work environment.

3. Provide support to Civil Rights Program Specialists and CIP Coordinators in the field and in each Deputy Area in the Washington Office.

17.04b - Regional Foresters, Station Directors, Area Director, and Institute Director

The Regional Foresters, the Station Directors, the Area Director, and the Institute Director have the responsibility to:

1. Provide the leadership, organization, and resources needed to ensure that the objectives of TMO and CIP are met;
2. Implement TMO strategies and goals and administer the CIP process; and
3. Assist the workforce in interpreting survey data at feedback sessions with employees held to design action plans for addressing workforce diversity and work environment issues based on workforce statistical analyses and CIP responses.

17.04c - Service-wide Civil Rights Committee

The Service-wide Civil Rights Committee (SCRC) has the responsibility to identify Service-wide multicultural issues, propose resolution actions, and monitor progress in achieving the goal of the Forest Service in becoming a multicultural organization through nondiscrimination and appropriate actions and behavior in the workplace.

17.04d - Special Emphasis Program Managers and Employee Organizations

Special Emphasis Program Managers and Employee Organizations have the responsibility to:

1. Utilize the Civil Rights program of work and budget to assist the Forest Service in achieving its goal of becoming a multicultural organization, and
2. Work together with CIP coordinators to develop processes that monitor and support the continuous improvement of workforce diversity and work environment characteristics.

17.04e - CIP Managers and Coordinators

1. The National CIP Manager, who is located in the Southwestern Region, devotes 50 percent collateral duty time to CIP and serves as the Contracting Officer's Representative (COR) in administering the OPM contract for CIP (sec. 17.07). The CIP Manager has the responsibility to:

- a. Work with the Washington Office Civil Rights Staff to train and coordinate the activities of CIP unit coordinators;
- b. Handle operational aspects of the CIP;

- c. Provide leadership to the Washington Office, Regional Foresters, Station Directors, the Area Director, and the Institute Director on direction and education to employees on implementing CIP strategies; and
 - d. Serve as technical spokesperson on matters pertaining to the CIP.
- 2. The Unit CIP Coordinators identified by Regional Foresters, Station Directors, the Area Director, the Institute Director, and Washington Office Deputy Areas have the responsibility to:
 - a. Continually evaluate TMO and CIP processes and agree upon changes for improvement; and
 - b. Provide TMO/CIP recommendations to the units and Washington Office Deputy Areas for meeting ongoing needs and objectives. All coordinators shall receive training on TMO and the survey administration process before being named a coordinator.

17.04f - Line Managers, Work Supervisors, and Employees

- 1. Line managers and work supervisors have the responsibility to:
 - a. Encourage employees to respond to CIP surveys.
 - b. Inform employees of the importance of CIP responses to the agency's ability to improve work processes and the work environment and to further the goals of becoming a multicultural organization.
 - c. Inform employees that response to CIP surveys is on a voluntary basis and every effort shall be made to protect employee privacy.
- 2. Employees may participate in the CIP process on a voluntary basis. Providing an objective view on CIP survey responses of their perceptions of Forest Service work processes and work environment gives input to the agency needed in developing and implementing actions to make needed improvements.

17.05 - Definition

(See Sec. 05).

Toward a Multicultural Organization (TMO) is a strategic plan to position the Forest Service to meet 21st century challenges and provide a dynamic framework for becoming a multicultural organization. This strategic plan is set out in the 1991 document, "Toward a Multicultural Organization: Report of the USDA Task Force on Work Force Diversity," and in subsequent evaluation reports (sec. 06). TMO promotes the development of leaders who value differences in the workforce and exemplify equal opportunity in fulfilling the agency mission of "Caring for

the Land and Serving People." Using merit-based principles to hire and promote, TMO requires outreach and recruitment for diversity as a strategic that is in the best long-range interests of the agency and the Nation.

17.06 - References

(See Sec. 06).

17.07 - Interagency Agreement with Office of Personnel Management

The Office of Personnel Management's Personnel Resources and Development Center (PRDC) provides technical expertise to the Washington Office Civil Rights Staff through an interagency agreement to:

1. Develop, administer, analyze, and report on the results of the CIP survey;
2. Provide operational support to distribute the survey to all Forest Service units; and
3. Generate and distribute reports of survey findings.

17.1 - Accountability

The successful implementation of Toward a Multicultural Organization and the Human Resources Dimensions of the Natural Resource Agenda, including the CIP, is critical to realizing long-term objectives of the Forest Service. The Forest Service Government Performance Results Act (GPRA) Strategic Plan shall include measurements to hold managers accountable for implementation of TMO and CIP through review of the agency's affirmative employment accomplishments; GPRA management initiatives; Civil Rights performance elements and ratings for Senior Executive Service (SES) appointees, line managers, and employees; accomplishments of the Secretary's Civil Rights Action Team (CRAT) initiatives; and other indicators.

17.2 - Awards

The Chief's Multicultural Awards process provides recognition for notable achievements by individual employees and units in meeting the goals of Toward a Multicultural Organization and the Human Resources Dimensions of the Natural Resource Agenda. See FSM 6144 and section 63 of this Handbook for further direction on these awards and examples of outstanding achievements.