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Forest Service Handbook 1709.11 – Civil Rights Handbook

Zero Code

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Approved by: Thomas J. Mills, Deputy Chief

Date approved: May 14, 2002

Responsible Staff:

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

Posting Instructions: Amendments are numbered consecutively by Handbook number and calendar year. Post by document; remove the entire document and replace it with this amendment. Retain this transmittal as the first page(s) of this document. The last amendment to this Handbook was 1709.11-2000-11 to 1709.11,80.

01 - 01.41: Adds several authorities and revises the descriptions of existing authorities as follows: adds the Equal Pay Act of 1963, Age Discrimination Act of 1967, Pregnancy Discrimination Act of 1978, and Civil Service Reform Act of 1978 to section 01.1; adds descriptions of reasonable accommodation and information on Sections 501 and 508 to the entry for the Rehabilitation Act of 1973; (sec. 01.1); adds more information on jury trials, interest on back pay, and extension of filing times in mixed cases to the description of the Civil Rights Act of 1991 (sec. 01.1); adds Executive Orders (E.O.) 13087 and 13152 (which amended E.O. 11478, Equal Opportunity in Federal Government), and adds Executive Order 12898, Federal Actions To Address Environmental Justice in Minority Populations and Low-Income Populations, February 11, 1994 (sec. 01.3); and reorganizes the list of Departmental Regulations (DR) and adds DR 5600-2, Environment Justice in (sec. 01.41).

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This Handbook contains procedures used to carry out the direction in FSM 1700 for the civil rights program in the areas of program development, coordination, and implementation, and affirmative employment and recruitment program (AEP) guidance, maintenance, and monitoring (ch. 10); civil rights impacts analysis (ch. 30); civil rights training (ch. 40); equal employment opportunity (ch. 60); Title VI/Section 504 program assurances, compliance reviews, and complaints (ch. 70); direct program administration and reporting systems and equal opportunity housing (ch. 80); and socioeconomic programs (ch. 90).

01 - Authority

This section contains a comprehensive listing of authorities pertaining to the Forest Service civil rights program, including laws, Executive Orders, regulations, and Department and agency direction.

01.1 - Laws

1. Civil Rights Act of 1866. This act provides that all citizens of the United States “shall have the same right, in every State and Territory, as is enjoyed by the white citizens thereof to inherit, purchase, lease, sell, hold, and convey real and personal property.”

2. Civil Rights Act of 1964. (Title 42, United States Code, sections 1971, 1975a, 2000a to 2000h-6 (42 U.S.C. 1971, 1975a-1975d, 2000a - 2000h-6)).

a. Title VI (Federally Assisted and Direct Federal Programs). (42 U.S.C. 2000d - 2000d-6). Title VI provides that no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. The prohibition against discrimination based on sex is in 29 U.S.C. 791.

b. Title VII (Employment). (42 U.S.C. 2000e - 2000e-17). This title establishes that it is an unlawful employment practice for an employer:

(1) To fail or refuse to hire or to discharge any person with respect to compensation, terms, conditions, or privileges of employment, because of such person's race, color, religion, sex, or national origin; or

(2) To limit, segregate, or classify employees in any way, which would deprive or tend to deprive any person of employment opportunities or otherwise adversely affect status as an employee, because of such person's race, color, religion, sex, or national origin.

c. Title VIII of the Civil Rights Act of 1964, amended by Fair Housing Act Amendments of 1988. This title of the act prohibits discrimination in the sale, rental, or financing of housing. Where applicable, housing programs are required to be carried out in accordance with the fair housing policy in Title VIII. The law covers all housing and dwellings which are owned, financed, or mortgage guaranteed by the Federal Government or which have received Federal financial assistance.

d. Title IX of the Civil Rights Act of 1964, Education Amendments of 1972, as Amended. (20 U.S.C. 1681-1688). This title of the act prohibits (with certain exceptions) discrimination based on sex or blindness in educational programs and employment.

3. The Equal Pay Act of 1983. (29 U.S.C. 206). This act prohibits gender discrimination in the payment of wages. Equal wages must be paid to men and women for equal work if the jobs performed require “equal skill, effort, and responsibility, and are performed under similar working conditions.”

4. Age Discrimination in Employment Act of 1967 (ADEA). (14 U.S.C. 621). This act prohibits discrimination based on age for individuals 40 years of age or older. ADEA also allows Federal employees to bypass the complaint process and proceed directly to Federal District Court.

5. Indian Civil Rights Act of 1968 (ICRA). (25 U.S.C. 1301). This act extends the protections of the Bill of Rights to individual tribal members. This action was taken because the civil rights protection of the U.S. Constitution itself did not apply to Indian tribes.

6. Rehabilitation Act of 1973, as Amended by Rehabilitation, Comprehensive Services, and Developmental Disabilities Act Amendments of 1978. (29 U.S.C. 794).

a. Section 501 prohibits employment discrimination against individuals with physical or mental disabilities in the Federal sector. The act also requires Federal agencies to make reasonable accommodation for a qualified applicant for employment or an employee with a disability.

b. Section 503 provides that employers with Federal contracts over \$2,500 not only cannot discriminate against people with disabilities, but also must take affirmative action to provide employment opportunities for them. The act applies to subcontractors as well as prime contractors.

c. Section 504 of this act requires that agency program services and benefits be accessible and available to persons with disabilities.

d. Section 508 creates binding, enforceable standards for electronic and technology accessibility for Federal agencies. It requires that when Federal agencies develop,

procure, maintain, or use electronic and information technology, they must ensure that it is accessible to persons with disabilities. Federal employees and members of the public who have disabilities must have access to and use of information and services that are comparable to the access and use available to nondisabled Federal employees and members of the public.

7. Age Discrimination Act of 1975. (42 U.S.C. 6101, 6106 et seq.). This act directs that no person be denied participation in agency programs because of age. This provision does not apply where age distinctions are established under the authority of any law that provides benefits or establishes criteria for participation on the basis of age.

8. Section 701 of Equal Credit Opportunity Act of 1975. (15 U.S.C. 1691). This act prohibits an agency that extends credit from discriminating against an applicant on certain prohibited bases during any aspect of a credit transaction. This act adds "income from public assistance" and "exercised right under the Consumer Protection Act" as other bases of prohibited discrimination.

9. Pregnancy Discrimination Act of 1978. (42 U.S.C. 2000e). This act prohibits discrimination on the basis of pregnancy, childbirth, or related medical conditions. Pregnant women must be treated in the same manner as other applicants for employment or other employees with similar ability limitations.

10. Civil Service Reform Act of 1978. (92 U.S.C. 1111). This act established the Office of Personnel Management (OPM) and the Merit Systems Protection Board (MSPB). It allows Equal Employment Opportunity (EEO) complaints and non-EEO complaints to be heard by the MSPB and it allows for Equal Employment Opportunity Commission review of the MSPB.

11. Americans with Disabilities Act of 1990 (ADA). (42 U.S.C. 12101-12211). The ADA prohibits discrimination on the basis of disability in employment, public accommodations, transportation, State and local government services, and telecommunications.

12. Civil Rights Act of 1991. (42 U.S.C. 1981). This act amends the Reconstruction Civil Rights Act of 1866, to provide a remedy of compensatory damages to Federal employees who have been victims of intentional discrimination on the basis of race, color, religion, sex (including sexual harassment), national origin, reprisal, or disability. Allows for jury trials in cases alleging compensatory damages, interest on back-pay awards, and extension of filing time in mixed cases from 30 to 90 days.

01.2 - Regulations

1. U.S. Department of Agriculture Regulations Implementing Title VI of Civil Rights Act of 1964. (7 CFR Part 15). The regulations at 7 CFR Part 15 implement the provisions of Title VI of the Civil Rights Act of 1964 by prohibiting discrimination under any program or activity of an applicant or recipient receiving Federal financial assistance from the Department of Agriculture or any agency thereof.

2. U.S. Department of Agriculture Regulations Implementing Section 504 of Rehabilitation Act of 1973, as Amended. (7 CFR 15b). These regulations at 7 CFR 15b prohibit entities which operate programs assisted by USDA from discriminating on the basis of disability against qualified persons with disabilities.

3. U.S. Department of Agriculture Regulations Implementing Age Discrimination Act of 1975, as Amended. (7 CFR 15c). These regulations at 7 CFR 15c prohibit discrimination against persons in agency programs because of age. This provision does not apply where age distinctions are established under the authority of any law that provides benefits or establishes criteria for participation because of age.

4. U.S. Department of Justice Regulations and USDA Guidelines for Enforcement of Nondiscrimination in Federally Assisted Programs under Title VI of Civil Rights Act of 1964. The Department of Justice implementing regulations at 28 CFR 42.405 and the Department of Agriculture guidelines in regulations at 7 CFR 15.5(d) and 15(e) require Federal agencies that extend financial assistance to properly enforce Title VI of the Civil Rights Act of 1964 and similar provisions in other Federal statutes. Responsibility for enforcing Title VI rests with the Federal agencies that extend financial assistance. (Additional requirements are in the USDA directive DR 4330-1 listed in sec. 01.41.)

01.3 - Executive Orders

1. Executive Order 11246, Equal Employment Opportunity, September 24, 1965. The order requires the following:

- a. Part I - Nondiscrimination in Government Employment.
- b. Part II - Nondiscrimination in Employment by Government Contractors and Subcontractors.
- c. Part III - Nondiscrimination Provisions in Federally Assisted Construction Contracts.

2. Executive Order 11375, Equal Employment Opportunity, October 13, 1967. This order adds “sex” as a category of prohibited discrimination and changes the word “creed” in the Civil Rights Act of 1964 to “religion.” This Executive Order applies to both Federal employment and Federal contracting.

3. Executive Order 11478, Equal Opportunity in Federal Government, August 8, 1969, as amended by Executive Order 13087, May 28, 1998, and Executive Order 13152, May 20, 2000. This order establishes equal employment opportunity in the Federal Government. It applies to and is an integral part of every personnel policy and practice in the employment, development, advancement, and treatment of Federally employed civilians; establishes affirmative action authorities and guidelines; and requires that Federal agencies allocate sufficient resources to administer integrated programs in a positive and effective manner. Executive Order 13087

amends E.O. 11478 and prohibits employment discrimination against any civilian applicant or employee of the Federal Government on the basis of sexual orientation. Executive Order 13152 amends E.O. 11478 and prohibits discrimination based on an individual's status as a parent.

4. Executive Orders 12232 (September 15, 1981) and 12876 (November 1, 1993), Historically Black Colleges and Universities. Executive Order 12232 establishes a Federal program "to overcome the effects of discriminatory treatment and to strengthen and expand the capacity of historically black colleges and universities to provide education."

Executive Order 12876 is intended "to advance the development of human potential, to strengthen the capacity of historically black colleges and universities (HBCUs) to provide equality education and increase opportunities to participate in and benefit from Federal programs." This Executive Order requires that:

- a. Federal agencies set annual goals for the amount of funds to be awarded to HBCUs;
- b. A senior-level executive in each agency have oversight on implementing the order; and
- c. The Office of Management and Budget be involved in the implementation of the order.

5. Executive Order 12250, Leadership and Coordination of Nondiscrimination Laws, November 2, 1980. This Executive Order provides for consistent and effective implementation of various laws prohibiting discriminatory practices in Federal programs and in programs receiving Federal financial assistance. The Attorney General coordinates the implementation and enforcement of various nondiscrimination provisions by executive agencies of the following laws: Title VI of the Civil Rights Act of 1964; Title IX of the Education Amendments of 1972; Section 504 of the Rehabilitation Act of 1973; and any other Federal law which provides, in whole or in part, that no person in the United States shall, on the grounds of race, color, religion, sex, national origin or disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal financial assistance.

6. Executive Order 12898, Federal Actions To Address Environmental Justice in Minority Populations and Low-Income Populations, February 11, 1994. This Executive Order requires that Federal actions address environmental justice for minority and low-income populations.

01.4 - Directives

01.41 - Department

The following directives set out requirements in various components of the civil rights programs in USDA agencies:

1. Departmental Regulation (DR) 1390-1, Historically Black Colleges and Universities. (Ch. 80 of this Handbook; FSM 1780).
2. Departmental Regulation (DR) 4230-2, Special Emphasis Programs. (Ch. 60 of this Handbook; FSM 1760).
3. Departmental Regulation (DR) 4300-2, Federal Equal Employment Opportunity and Recruitment Program Plan. (Ch. 10 of this Handbook; FSM 1710).
4. Departmental Regulation (DR) 4300-3, Equal Opportunity Public Notification Policy. (Ch. 20 of this Handbook; FSM 1720).
5. Departmental Regulation (DR) 4300-4, Civil Rights Impact Analysis. (Ch. 30 of this Handbook; FSM 1730).
6. Departmental Regulation (DR) 4300-5, Agency Civil Rights Program. (Zero code and ch. 10 of this Handbook; FSM 1700 zero code and 1710).
7. Departmental Regulation (DR) 4300-6, Civil Rights Policy for the Department of Agriculture. (Zero code of this Handbook; FSM 1700 zero code).
8. Departmental Regulation (DR) 4310-1, Instructions for Preparing AEP Plans, Accomplishment Reports, and Updates. (Ch. 10 of this Handbook; FSM 1710, 1750).
9. Departmental Regulation (DR) 4330-1, Departmental Policy for Program Compliance Reviews. (Ch. 70 of this Handbook; FSM 1770).
10. Departmental Regulation (DR) 4360-1, Communications with Under-Served Communities. (Ch. 20, 70-90 of this Handbook; FSM 1720, 1770, 1780, 1790).
11. Departmental Regulation (DR) 5600-2, Environmental Justice.

01.42 - Forest Service

In addition to the direction on the civil rights program set out in this Handbook and in FSM 1700, the following agency directives provide direction related to civil rights:

1. FSM 1300, Management. This title of the Forest Service Manual articulates a broad, people- and results-oriented management philosophy that guides all Forest Service endeavors to create and maintain a management climate that encourages people to do their best in carrying out the agency's mission of caring for the land and serving people.

2. FSH 1609.11, Section 17.4. This section of the Publications Management Handbook sets out requirements for nondiscrimination statements in Forest Service public information materials.

02 - Objectives

(For further direction, see FSM 1702.)

03 - Policy

(For further direction, see FSM 1703 and DR 4300-6.)

04 - Responsibility

(For further direction, see FSM 1704.)

05 - Definitions

Administrative Category. The category of administrative job series. The administrative category is classified in two-grade intervals because of the 5-7-9-11-promotion format and is characterized by a 5-7-9-11-12-13-14-15 grade progression. Administrative job series are the business positions of the organization; for example, budget officer, administrative officer, personnel specialist, public affairs specialist, and so on. Most administrative positions do not have a positive education requirement and may be staffed by employees who meet experience and/or education requirements.

Affirmative Action. A legal requirement on the part of public and private employers to recruit, train, and develop persons from groups that are "conspicuously absent" or show "manifest imbalance" in their work force (Equal Employment Opportunity Commission (EEOC) Management Directive MD-714). The term advocates a progression towards a more active and results-oriented process to achieve diversity in the representation of women, minorities, and persons with disabilities in the work force.

Affirmative Employment. (See Affirmative Action).

Applicant. One who submits an application, request, or plan requiring approval by the Forest Service or by the primary recipient as a condition of eligibility for Federal financial assistance or employment.

Area of Influence. A delineated geographic area that includes the population most affected by the past, present, or proposed actions of a Forest Service unit. The area may be local to international in scale, depending on circumstances. An area of influence used in estimating civil rights effects of an action is also known as an impact analysis area.

Assurance. A legal guarantee by a recipient of Federal financial assistance promising to fully comply with Title VI of the Civil Rights Act of 1964 and section 504 of the Rehabilitation Act of 1973 and related (non-employment) requirements for nondiscrimination.

Beneficiary. One who receives a direct or indirect benefit from Forest Service programs, such as goods and services.

Category, Social. People with a common social characteristic, such as age, nationality, occupation, hobby, interest, or educational level.

Civil Rights. The rights of United States citizens guaranteed by laws and regulations for equal protection under the law from discrimination in activities such as employment, contracting, public access, grants, education, public service, and data collection, regardless of race, color, religion, sex, national origin, age, disability, or marital status.

Civilian Labor Force. A standard term used by the Census Bureau to depict all persons sixteen years of age and older in the United States labor force.

Clerical Category. The category of clerical job series. The clerical category is classified in one-grade intervals because of its single-grade promotion format, such as progression of 2-3-4-5-6-7-8. Clerical jobs are primarily staff positions to support the administrative work of the agency, with a few in direct support of natural resources programs. The category encompasses such series as clerk-typist, secretary, and mail and file clerks.

Community. People who reside in and identify with a specific locality, interact socially, and cooperate to meet common needs.

Community Cohesion. The degree of unity and cooperation evident in a community as it defines problems and attempts to resolve them.

Community Stability. The condition resulting when the type and rate of change is consistent with a community's capacity to meet its needs without significant hardships to component groups or institutions.

Comparison Unit. A unit whose experiences with actions similar to those presently proposed for another unit may be helpful in predicting and mitigating possible effects.

Complainant(s). Any person or group of persons who allege discrimination in employment and/or delivery of program benefits or services.

Complaint. A verbal or written allegation of discrimination stating that a program is administered or operated in such a manner that results in disparate treatment of persons or groups of persons because of race, color, religion, sex, national origin, age, disability, or marital status.

Compliance Reviews. A method of identifying and monitoring compliance or noncompliance under Title VI of the Civil Rights Act and section 504 of the Rehabilitation Act of 1973 of a recipient's delivery of benefits and services to the public.

Continuing State Program. Programs that remain in effect from year to year; are administered by a State or local entity; and exclude programs administered by an institution of higher education. Forest Service continuing State programs include cooperative forestry and revenue-sharing programs.

Culture. The total way of life in a society that is transmitted from one generation to another. Culture includes language, customs, norms, values, beliefs, institutions, and technology.

Demography. The scientific study of population characteristics.

Discrimination. Unequal treatment of persons because of race, color, religion, sex, national origin, age, disability, or marital status.

Entry Level. The beginning range of grades for each job category. This range varies by category. For professional and administrative jobs, the entry levels are grades 5-7; for technical jobs, the levels are grades 1-4; and for clerical jobs, grades 1-3.

Environmental Analysis. (FSH 1909.15, sec. 05).

Federal Assistance. Grants and loans of Federal funds, and grants or donations of Federal property and interests in property.

Forest Service Unit. Any Forest Service administrative level with the responsibility to conduct a civil rights impact analysis; for example, a Forest, District, Region, or unit involved in State and Private or Research Programs.

Goals. Numerical objectives used in the Affirmative Employment and Recruitment Plan and Workforce Management Planning that predict the vacancies expected and the number of qualified applicants available to fill vacancies.

Group, Social. A group made up of people who cooperate to pursue social common interests or attain mutual goals.

Historically Black Colleges and Universities (HBCUs). Those colleges and universities designated by USDA Departmental Regulation (DR) 1390-1 (ch. 80; FSM 1782). These HBCUs are a part of the Land Grant Higher Education System that was created by two Federal laws: the Morrill Acts of 1862 and 1890. The first Morrill Act (1862) provided for the establishment of a land grant institution in each southern State. The Second Morrill Act (1890) specifically created Black Land Grant Institutions.

Impact, Civil Rights. Alterations in people's civil rights status that occur in conjunction with a new policy, program, or project; are not attributable to any external factors; and are perceived by those affected as socially significant.

Impact, Social. (Also referred to as "social effect"). (FSM 1905).

Infrastructure. A set of basic public and commercial facilities and support services, such as those of a community or country. Common elements include schools, stores, streets, housing, parks, telephones, water service, police and fire protection, hospitals, and social services.

Institution. A significant organizational structure and set practices in a culture; for example, the family, the economy, government, education, and organized religion.

Institutional Analysis. An examination of the institutions within the area of influence and their expected responses to Forest Service actions.

Interdisciplinary Team. A coordinated group of persons who use an interdisciplinary approach to ensure the integrated use of the natural and social sciences and environmental design arts in planning and decisionmaking, as required by the National Environmental Policy Act (40 CFR 1502.6; FSH 1909.15, sec. 11.7).

Lifestyle. (FSH 1909.17, sec. 05).

Linkage. An observable relationship between Forest Service actions and Forest users or other publics.

Mentoring. A relationship whereby one person coaches, teaches, shares, and provides another person with important information and opportunities needed to progress in an organization.

Mid-Level. The fully operating or middle level of duties and responsibilities in a job series.

Minority. Persons deprived of equal social and economic opportunities because of their racial and ethnic background (FSM 1705).

Mitigation. Making the impact of an action less severe (40 CFR 1508.20).

National Environmental Policy Act NEPA Process. (40 CFR 1508.21).

Noncompliance. A condition in which a recipient is not complying with the requirements of Title VI of the Civil Rights Act of 1964 and/or refuses to provide an assurance of compliance.

Norms. Group-held standards for behavior, such as good manners, customs, morals, regulations, and laws.

Parity. A term that characterizes a work force where the employee group's representation in the work force is equal to that group's representation in the civilian labor force (CLF).

PATCOB. An acronym relating to job categories; that is, Professional, Administrative, Technical, Clerical, Other, and Blue Collar.

Persons with Severe and Targeted Disabilities. Persons with those disabilities that the Office of Personnel Management (OPM) certifies as being severe and targeted for affirmative employment by agencies. Persons with disabilities are eligible for noncompetitive hiring authorities. Standard Form (SF) 256 includes codes for targeted disabilities.

Professional Category. The category of professional job series. The professional category is classified in two-grade intervals because of the 7-9-11-promotion format and is characterized by a grade progression of 5-7-9-11-12-13-14-15. Professional job series in the Forest Service include the natural resource and science positions; for example, forester, civil engineer, accountant, economist, range conservationist, and wildlife biologist and a few business management positions. Professional positions require college degrees and have specific education requirements.

Public Involvement. Communication between forest users or other interested people and the Forest Service. Another term for public involvement is public participation.

Racial/Ethnic Categories.

a. Black, Not Hispanic. A person having origins in any of the black racial groups of Africa.

b. Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

c. Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

d. American Indian or Alaskan Native. A person having origins in any of the original peoples of North America and who maintains cultural identification through tribal affiliation or community recognition.

e. White, Not of Hispanic Origin. A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Recipient.

a. Recipient (first level). A person, group, or agency, or entity that receives Federal financial assistance for services or benefits that are extended to others.

b. Primary Recipient (second level). A recipient (such as a State) that extends assistance to another recipient (such as a county) for carrying out a program (second level).

c. Other Recipient. Recipients below the second level.

Site-Specific. An action, such as timber harvest, administrative decision, road, or water project, that involves a limited, often well-defined, geographic area.

Social Analysis. The collection and evaluation of information and the methodology used to determine how present programs or proposed actions affect human populations.

Social Impact Analysis. The social component of the environmental analysis process using social science information and methodology to determine how present programs or proposed actions affect human populations.

Social Organization. A structure of a society described in terms of roles, relationships, norms, institutions, infrastructure, and/or community cohesiveness and stability is its social organization.

Subculture. A portion of the population sharing a distinctive pattern of beliefs, values, norms, and customs, often because of a common age, ethnic heritage, occupation, or religious or ideological orientation.

Technical Category. The category of technical job series. The technical category is classified in one-grade intervals because of the grade-to-grade promotion format and is characterized by a grade progression of 3-4-5-6-7. Technical jobs provide support functions for the administrative and natural resource work of the agency.

Toward a Multicultural Organization (TMO). The strategic plan to position the Forest Service to meet 21st century challenges and provide a dynamic framework for becoming a multicultural organization (sec. 06 and 17).

Underrepresentation. Measurement of the EEO and affirmative employment compliance of an organization in the representation of women, minorities, and persons with disabilities in employment and programs.

Value, Social. A shared standard of preference or desirability, such as natural beauty, good health, honesty, career success, privacy, and the desire to develop natural resources.

Variable. A trait or characteristic that can vary in value or magnitude from case to case.

06 - References

1. U.S. Department of Agriculture. 1997. Civil Rights at the United States Department of Agriculture: A Report by the Civil Rights Action Team. February 1997. 121 p.

2. U.S. Department of Agriculture, Forest Service. 1991. Toward a Multicultural Organization: Report of the USDA Task Force on Work Force Diversity. March 1991. 30 p.

This strategic plan is intended to position the Forest Service to meet 21st century challenges and provide a dynamic framework for becoming a multicultural organization. This strategic plan promotes the development of leaders who value differences in the work force and exemplify equal opportunity in fulfilling the agency mission of "Caring for the Land and Serving People." In using merit-based principles for hiring and promotion, this plan provides for outreach and recruitment for work force diversity to support the long-range interests of the agency and the Nation.

3. U.S. Department of Agriculture, Forest Service. 1998. Evaluation Report: Toward a Multicultural Organization '98. FS-631, October 1998. 18 p. This report documents the evaluation of progress in implementing the strategies outlined in the 1991 report, Toward a Multicultural Organization (see the preceding para. 2).