

2015 Explanatory Notes
Office of Civil Rights

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OFFICE OF CIVIL RIGHTS

Purpose Statement

The Office of Civil Rights' (OCR) mission is to facilitate the fair and equitable treatment of USDA customers and employees while ensuring the delivery and enforcement of the Departmental civil rights programs and activities. OCR seeks innovative methods to make progress towards meeting the regulatory standards for processing the Department's Equal Employment Opportunity (EEO) and program complaints, as well as to become a more efficient and effective operation. OCR utilizes assigned staff and contract attorneys to assist with the final agency decision (FAD) workload. In addition, OCR utilizes contract services and detailed staff to assist with the elimination of the program and EEO complaint inventory.

OCR reviews agency standard operating procedures and employee performance standards to ensure that systems and workload analyses are in place to prevent future backlogs and to maintain the complaint inventory at a manageable level while working to meet all processing regulatory timeframes. OCR focuses Alternative Dispute Resolution (ADR) efforts solely on EEO and program conflicts that could evolve into discrimination complaints. This new focus allows more conflicts and/or disputes to be resolved prior to becoming discrimination complaints. Non-EEO conflicts will be addressed outside of OCR. OCR has incorporated a conciliation function that will provide follow up to ensure that all parties are managing their conflicts in a healthy and productive manner. OCR provides periodic ADR orientations, updates, and targeted conflict management training to USDA Subcabinet officials, recognized employee organizations, agency civil rights directors, and headquarters and agency employees.

As of September 30, 2013, there were 127 full-time permanent employees, all located in Washington, D.C.

OIG Reports – Completed

60601-0001-23 08/2012 Government Accountability Office evaluation report.

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Available Funds and Staff Years (SYs)

(Dollars in thousands)

Item	2012 Actual		2013 Actual		2014 Estimate		2015 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Salaries and Expenses:								
Discretionary Appropriations.....	\$21,000	123	\$22,692	105	\$21,400	134	\$24,236	134
Rescission.....	-	-	-615	-	-	-	-	-
Sequestration.....	-	-	-1,056	-	-	-	-	-
Adjusted Appropriation.....	21,000	123	21,021	105	21,400	134	24,236	134
Transfers Out.....	-	-	-150	-	-	-	-	-
Total Available.....	21,000	123	20,871	105	21,400	134	24,236	134
Lapsing Balances.....	-119	-	-160	-	-	-	-	-
Subtotal Obligations, OC.....	20,881	123	20,711	105	21,400	134	24,236	134
Obligations under other USDA appropriations:								
EEO Investigations.....	630	-	829	-	500	-	500	-
Administrative Solutions Project.....	-	-	2,333	-	2,600	-	2,600	-
Misc. Reimbursements.....	1,033	-	305	-	500	-	500	-
Total, Other USDA.....	1,663	-	3,467	-	3,600	-	3,600	-
Total, OCR.....	22,544	123	24,178	105	25,000	134	27,836	134

Permanent Positions by Grade and Staff Year Summary

Item	2012 Actual		2013 Actual		2014 Estimate		2015 Estimate	
	Wash. D.C.	Wash. D.C.	Wash. D.C.	Wash. D.C.	Wash. D.C.	Wash. D.C.	Wash. D.C.	Wash. D.C.
SES.....	2	2	2	2	2	2	2	2
GS-15.....	22	22	22	22	22	22	22	22
GS-14.....	26	26	26	26	26	26	26	26
GS-13.....	48	48	48	48	48	48	48	48
GS-12.....	14	14	14	14	14	14	14	14
GS-11.....	6	6	6	6	6	6	6	6
GS-10.....	2	2	2	2	2	2	2	2
GS-9.....	4	4	4	4	4	4	4	4
GS-8.....	4	4	4	4	4	4	4	4
GS-7.....	4	4	4	4	4	4	4	4
GS-6.....	2	2	2	2	2	2	2	2
Total Perm.								
Positions.....	134	134	134	134	134	134	134	134
Unfilled, EOY.....	15	7						
Total, Perm. Full-Time								
Employment EOY.....	119	127	134	134	134	134	134	134
Staff Year Est.....	123	105	134	134	134	134	134	134

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The estimates include appropriation language for this item as follows (new language underscored; deleted matter enclosed in brackets):

Salaries and Expenses:

For expenses necessary of the Office of Civil Rights, [~~\$21,400,000~~]\$24,236,000.

Lead-Off Tabular Statement

Budget Estimates, 2015	\$24,236,000
2014 Enacted	<u>21,400,000</u>
Change in Appropriation	<u>+2,836,000</u>

Summary of Increases and Decreases

(Dollars in thousands)

Program	2012 Actual	2013 Change	2014 Change	2015 Change	2015 Estimate
Discretionary Appropriations:					
Office of Civil Rights.....	\$21,000	+\$21	+\$379	+\$2,836	\$24,236

Project Statement

Appropriations Detail and Staff Years (SYs)

(Dollars in thousands)

Program	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>Inc. or Dec.</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Discretionary Appropriations:										
Office of Civil Rights.....	\$21,000	123	\$21,021	105	\$21,400	134	+\$2,836 (1)	-	\$24,236	134
Rescissions, Transfers, and Seq. (Net).....	-	-	1,671	-	-	-	-	-	-	-
Total Appropriation.....	21,000	123	22,692	105	21,400	134	+2,836	-	24,236	134
Rescission.....	-	-	-615	-	-	-	-	-	-	-
Sequestration.....	-	-	-1,056	-	-	-	-	-	-	-
Transfers Out:										
Working Capital Fund.....	-	-	-150	-	-	-	-	-	-	-
Total Available.....	21,000	123	20,871	105	21,400	134	+2,836	-	24,236	134
Lapsing Balances.....	-119	-	-160	-	-	-	-	-	-	-
Total Obligations.....	20,881	123	20,711	105	21,400	134	+2,836	-	24,236	134

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Project Statement
(Obligations Detail and Staff Years (SYs))
(Dollars in thousands)

Program	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>Inc. or Dec.</u>		<u>2015 Estimate</u>		
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	
Discretionary Obligations:											
Office of Civil Rights.....	\$20,881	123	\$20,711	105	\$21,400	134	+\$2,836	(1)	-	\$24,236	134
Total Obligations.....	20,881	123	20,711	105	21,400	134	+2,836		-	24,236	134
Lapsing Balances.....	119	-	160	-	-	-	-		-	-	-
Total Available.....	21,000	123	20,871	105	21,400	134	+2,836		-	24,236	134
Transfers Out:											
Working Capital Fund.....	-	-	150	-	-	-	-		-	-	-
Rescission.....	-	-	615	-	-	-	-		-	-	-
Sequestration.....	-	-	1,056	-	-	-	-		-	-	-
Total Appropriation.....	21,000	123	22,692	105	21,400	134	+2,836		-	24,236	134

Justification of Increases and Decreases

The base funds for OCR will continue to support OCR’s mission to facilitate the fair and equitable treatment of USDA customers and employees while ensuring the delivery and enforcement of the Departmental civil rights programs and activities. OCR seeks innovative methods to make progress towards meeting the regulatory standards for processing the Department’s EEO and program complaints, as well as to become a more efficient and effective operation.

- (1) An increase of \$2,836,000 for the Office of Civil Rights (\$21,400,000 and 134 staff years available in 2014).
 - a. An increase of \$166,000 for pay costs (\$48,000 for annualization of the fiscal year 2014 pay raise and \$118,000 for the anticipated fiscal year 2015 pay raise.)
This increase is needed to maintain the current level of staffing to ensure OCR staffs will continue its mission to facilitate the fair and equitable treatment of USDA customers and employees while ensuring the delivery and enforcement of civil rights programs and activities
 - b. An increase of \$2,471,000 for GSA and DHS rental payment.
USDA proposes in FY 2015 the decentralization of GSA Rental Payments and DHS payments. The amount shown is the equivalent share of the current GSA Rent and DHS central appropriations based upon current space occupancy across the continental United States. The appropriations request for the central GSA rent account and the DHS payment account has been reduced accordingly.
 - c. An increase of \$199,000 for operational costs.
The additional funds will be used to provide upgrades to iComplaints, a part of the Civil Rights Enterprise System to ensure equal employment opportunity (EEO) complaints are timely processed within the 180-day statutory timeframe. The upgrades will expand data fields necessary to provide mandated reports to the Equal employment Opportunity Commission. The timely processing of EEO complaints will lessen the chances for sanctions to be levied against the Secretary.

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Geographic Breakdown of Obligations and Staff Years

(Dollars in thousands and Staff Years (SYs))

State/Territory	2012 Actual		2013 Actual		2014 Estimate		2015 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
District of Columbia.....	\$20,881	123	\$20,711	105	\$21,400	134	\$24,236	134
Lapsing Balances.....	119	-	160	-	-	-	-	-
Total, Available.....	21,000	123	20,871	105	21,400	134	24,236	134

Classification by Objects

(Dollars in thousands)

		2012	2013	2014	2015
		Actual	Actual	Estimate	Estimate
Personnel Compensation:					
Washington D.C.....		\$12,021	\$12,431	\$12,586	\$12,929
11	Total personnel compensation.....	12,021	12,431	12,586	12,929
12	Personnel benefits.....	3,501	3,678	3,761	3,921
13.0	Benefits for former personnel.....	100	21	-	-
Total, personnel comp. and benefits.....		15,622	16,130	16,347	16,850
Other Objects:					
21.0	Travel and transportation of persons.....	248	103	103	73
22.0	Transportation of things.....	-	11	12	10
23.1	Rental payments to GSA.....	-	-	-	2,308
23.3	Communications, utilities, and misc. charges....	338	405	406	406
24.0	Printing and reproduction.....	147	219	220	148
25.2	Other services from non-Federal sources.....	1,056	1,071	1,100	983
25.3	Other purchases of goods and services				
	from Federal sources.....	3,348	2,665	3,105	3,381
26.0	Supplies and materials.....	75	92	92	67
31.0	Equipment.....	2	10	10	5
42.0	Insurance Claims.....	45	5	5	5
Total, Other Objects.....		5,259	4,581	5,053	7,386
99.9	Total, new obligations.....	20,881	20,711	21,400	24,236
Position Data:					
Average Salary (dollars), SES Position.....		\$165,300	\$165,300	\$165,300	\$165,300
Average Salary (dollars), GS Position.....		\$97,936	\$100,904	\$101,914	\$101,914
Average Grade, GS Position.....		13.4	13.5	13.5	13.5

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Shared Funding Projects

(Dollars in thousands)

	2012	2013	2014	2015
Working Capital Fund:				
Administration:				
Beltsville Service Center.....	\$21	\$24	\$21	\$22
Mail and Reproduction Management.....	264	313	283	273
Procurement Operations.....	-	15	15	15
Integrated Procurement System.....	8	8	8	8
Subtotal.....	293	360	327	318
Communications:				
Creative Media & Broadcast Center.....	83	28	62	24
Finance and Management:				
NFC/USDA.....	24	29	34	36
Financial Systems.....	13	15	13	13
Internal Control Support Services.....	125	119	15	15
Subtotal.....	162	163	62	64
Information Technology:				
NITC/USDA.....	66	50	107	107
Telecommunications Services.....	533	694	550	555
Subtotal.....	599	744	657	662
Correspondence Management.....	13	11	9	11
Total, Working Capital Fund.....	1,150	1,306	1,117	1,079
Department-Wide Reimbursable Programs:				
1890's USDA Initiatives.....	4	4	4	4
Continuity of Operations Planning.....	2	3	3	3
E-GOV Initiatives HSPD-12.....	8	8	9	9
Emergency Operations Center.....	3	3	3	3
Facility and Infrastructure Review and Assessment.....	-	1	1	1
Hispanic-Serving Institutions National Program.....	3	2	3	3
Human Resources Transformation (inc. Diversity Council)..	2	2	2	2
Intertribal Technical Assistance Network.....	3	-	-	-
Medical Services.....	4	5	5	5
Personnel and Document Security.....	2	2	2	2
Pre-authorizing Funding.....	4	4	5	5
Retirement Processor/Web Application.....	1	1	1	1
Sign Language Interpreter Services.....	10	12	13	13
TARGET Center.....	1	1	1	1
USDA 1994 Program.....	1	1	1	1
Virtual University.....	3	3	3	3
Visitor Information Center.....	1	1	1	1
Total, Department-Wide Reimbursable Programs.....	52	53	57	57
E-Gov:				
Enterprise Human Resources Intigration.....	4	3	3	3
E-Rulemaking.....	-	-	1	1
E-Training.....	3	3	4	4
Integrated Acquisition Environment - Loans and Grants.....	2	2	2	2
Integrated Acquisition Environment.....	1	1	1	1
Total, E-Gov.....	10	9	11	11
Agency Total.....	1,212	1,368	1,185	1,147

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STATUS OF PROGRAM

The Office of Civil Rights' (OCR) activities include: 1) timely and cost-effective complaint processing of equal employment opportunity (EEO) and program complaints; and 2) the implementation of initiatives to prevent EEO and program complaints through the use of alternative dispute resolution (ADR) and civil rights related activities including training and compliance.

Current Activities:

Timely and Cost Effective Complaint Processing.

This office continues to seek innovative methods to make progress towards meeting the regulatory standards for processing the Department's EEO and program complaints, as well as to become a more efficient and effective operation. The office utilizes assigned staff and contract attorneys to assist with the final agency decision (FAD) workload.

EEO and Program Complaint Inventory Reduction.

This office utilizes contract services and detailed staff to assist with the elimination of the EEO and program complaint inventory. They review standard operating procedures and employee performance standards to ensure that systems and workload analyses are in place to prevent future backlogs and to maintain the complaint inventory at a manageable level while working to meet all regulatory timeframes for processing.

This office is focusing efforts on EEO and program conflicts that could evolve into discrimination complaints. This new focus allows more conflicts and/or disputes to be resolved prior to becoming discrimination complaints. Non-EEO and program discrimination conflicts will be addressed outside of OCR. A conciliation function has been developed to ensure that all parties are managing their conflicts in a productive manner.

This office provides periodic ADR orientations, updates, and targeted conflict management training to USDA Subcabinet officials, recognized employee organizations, agency civil rights directors, and headquarters and agency employees. In addition, working in collaboration with the alternative dispute resolution Leadership Group, this office will revise the current ADR Regulations and conduct monthly ADR training sessions.

Selected Examples of Recent Progress:

Timely Processing of Program Complaints.

The Office of the Chief Information Officer and agency civil rights staff utilized LEAN Six Sigma (LSS) methodology to improve the program discrimination complaint process as part of the USDA Process Improvement Transformation Initiative. As part of the LSS project, the team developed a standard USDA program discrimination complaint form to be used by USDA agencies to ensure that USDA collects consistent information in a timely manner, therefore reducing delays and errors in determining USDA jurisdiction. The LSS process has streamlined the program investigations process which created delays in the issuance of timely reports of investigation.

Timely Processing of EEO Complaints.

The Equal Employment Opportunity Commission (EEOC) reported in its *Federal Work Force for Fiscal Year 2009* report that out of a total of 6,905 Federal employment complaints closed on the merits, about 3 percent resulted in findings of discrimination. This office is in line with the Federal Government-wide average in finding merit in complaints of unlawful employment discriminatory practices. In 2009, this office reported that out of 466 EEO complaints closed on the merits, 11 (3.13 percent) resulted in findings of discrimination. In 2010, 22 complaints (3.6 percent); in 2011, 30 complaints (6.3 percent), in 2012, 17 complaints (3.1 percent); and in 2013, 13 complaints (2.3 percent) were found to have merit.

EEO Complaint Prevention Activities.

ADR efforts have been increased in the area of EEO disputes to aid in the prevention of future EEO complaints.

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Alternative Dispute Resolution (ADR).

The Early Resolution and Conciliation Division's (ERCD) goal is to create an environment that encourages the early intervention and resolution of workplace disputes and Program and EEO complaints. ERCD has taken numerous steps to increase the availability and usage of ADR within USDA. During 2013, ERCD handled a total of 139 ADR cases. ERCD provided early intervention consultations to 379 USDA employees and customers who experienced workplace conflict with a peer and/or supervisor/manager. Consultations were also provided to members of the public who had questions or concerns regarding services they received from USDA. The number of ADR cases processed in 2013 (139 cases) is 102 percent over the 93 ADR cases processed during 2012. However, the number of consultations ERCD provided increased 183 percent over the number of consultations conducted in 2012.

Training is an essential aspect of the ERCD mission. During 2013, ERCD focused on training USDA employees and providing outreach to make them aware of ADR and the different techniques available to address workplace as well as customer complaints. ERCD coordinated four conflict management workshops during 2013, and approximately 5,591 employees attended and/or participated in the workshops.

This office conducts monthly ADR training workshops and other activities for USDA employees and officially sanctioned employee organizations. The workshops focus on communication, conflict management, and generational influences on workplace conflicts. The workshops are presented to a live audience, via webinar and teleconference to include employees located outside of the Washington, DC metropolitan area. Contractors were hired to assist in providing timely mediations in an effort to prevent the filing of EEO and to some extent program complaints.

OCR conducts training workshops that address sexual orientation and gender identity to employees throughout the country. In 2013 a proposed rule still in clearance was drafted to institutionalize lesbian, gay, bisexual and transgender treatment in programs and activities at USDA.

Other Civil Rights Activities.

OCR places a high priority on and is actively engaged in educating and training all USDA employees (including supervisors, managers and political appointees) at all USDA locations. Training addresses civil rights laws, problematic and systemic trends, appropriate behavior, and customer service requirements. Actual summary complaint data and case studies illustrate: 1) impacts of unintentional actions and 2) expected EEO and customer service practice when interacting with the public. According to overall survey results, the training is meaningful, well received and delivered in a non-confrontational manner. OCR's civil rights education program is resulting in more wide spread recognition that all USDA employees are protected by civil rights laws, and the words "civil rights" should not instill fear. Employees have a heightened awareness about civil rights laws, personal responsibilities and liabilities, complaints avoidance actions, and good customer service practices.

2013 Civil Rights Training.

The Training Division conducted 36 trainings Department-wide in 2013.

Civil Rights Policy.

USDA is updating civil rights policies and procedures.. New policies will provide up-to-date direction on Federal mandates, as well as delegate to OCR greater civil rights enforcement authority which results from an OCR reorganization and an alignment to the Office of the Secretary. OCR also published the proposed Guidance to Federal Financial Assistance Recipients regarding the Title VI Prohibition Against National Origin Discrimination affecting persons with Limited English Proficiency with the Department of Justice approval.

Civil Rights Impact Analysis (CRIA).

The OCR initiated individual and group conversations with Under Secretaries, agency heads and staff. The message was "one USDA", encouraging employees to work together across organizational boundaries and ensure important interests are advanced while being prudent in addressing proposed actions where potentially adverse impact was imminent.

In 2013, OCR provided training on the policies, procedures, and the proper process for developing CRIs to Civil Rights and program staff in several agencies. The demand for CRIA training has increased significantly and the OCR continues to offer technical assistance in the preparation of the civil rights impact analyses.

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In 2013, OCR screened 60 major CRIA plans and worked collaboratively with agency civil rights and program staff to ensure that proposals and planned actions were sound and did not subject the USDA to obvious and potential EEO and program complaints. The total number of CRIA reviews decreased by 23 percent and the number of non-concurrence/contingent concurrence findings increased due to OCR requiring agencies to provide accurate data indicating nondiscriminatory regulatory requirements. In 2013, OCR issued seven regulatory reports.

Compliance Reviews.

Compliance reviews are used – both proactively and reactively – to evaluate the civil rights and equal opportunity policies, procedures, practices of an agency within USDA. OCR conducted nine compliance reviews in 2013, a 56 percent increase from the four reviews conducted in 2012. The increase is attributed to OCR focusing on ensuring that agencies adhered to civil rights regulations and policies.

Cultural Transformation Division.

In 2013, OCR's Cultural Transformation Division conducted 59 activities including: "In Conversation With..." lunchtime speaker series; co-sponsorship of Special Emphasis observances; a film festival; and contributions to the OASCR Times newsletter.

Data and Records Management.

In 2013, OCR made updates to the civil rights enterprise system and revised its Standard Operating Procedures for records destruction as well as the internal Records Management Procedures Manual providing guidelines in records management. The guidance details how and for how long records and complaint files are stored.

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Summary of Budget and Performance
Statement of Agency Goals and Objectives

The Office of Civil Rights' (OCR) mission is to provide overall leadership, coordination, and direction for USDA's civil rights programs, including matters related to program delivery, compliance and equal employment opportunity. OCR provides leadership and direction for the fair and equitable treatment of all USDA customers and employees while ensuring the delivery of quality programs and enforcement of civil rights. OCR ensures compliance with applicable laws, regulations, and policies for USDA customers and employees.

OCR has one strategic goal and one strategic objective that contributes to one of the Secretary's Strategic Goals and one Agency Priority Goal.

USDA Strategic Goal: Create a USDA for the 21st century that is high-performing, efficient, and adaptable.

Objective 5.2: Build a safe, secure, and efficient workplace by leveraging technology and shared solutions across organizational boundaries.

Agency Strategic Goal	Agency Objective	Program that Contribute	Key Outcome
Ensure that all USDA programs and activities are accessible and accountable.	Enable and ensure equitable access to all USDA programs.	Civil Rights	Program and EEO complaint reduction and prevention.

Key Performance Measure and Targets:

Measure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Complete intake process timely	N/A	N/A	N/A	25 days	20 days	15 days	15 days
Each investigator conducts a minimum # of investigations	N/A	N/A	N/A	5 per year	6 per year	7 per year	7 per year
Maintain list of ECOA complaints	N/A	N/A	N/A	Maintained	Maintained	Maintained	Maintained
Timely Processing of ECOA Complaints	N/A	N/A	N/A	Within 2 year statutory time frame	Within 5 years statutory time frame	Within 5 years statutory time frame	Within 5 years statutory time frame
Cost	N/A	N/A	N/A	N/A	N/A	\$5,559	\$5,042
Employment Investigation Processing Time (Days)	N/A	N/A	N/A	N/A	N/A	180	180
EEO Inventory Pending Adjudication (Complaints)	N/A	N/A	N/A	180	170	165	160
Cost	N/A	N/A	N/A	N/A	N/A	\$3,219	\$2,937
Processing time for Reports of Investigation	N/A	N/A	N/A	N/A	TBD	180	180
Cost	N/A	N/A	N/A	N/A	N/A	\$528	\$480
Number of trainings conducted	N/A	N/A	N/A	44	33	45	45
Cost	N/A	N/A	N/A	N/A	N/A	\$1,048	\$949
Staff recommended upgrades (percent complete)	N/A	N/A	N/A	N/A	N/A	25%	75%
Scheduled Hardware refresh	N/A	N/A	N/A	100%	100%	Reduced	50%
Mandatory Certifications and Accreditations completed	N/A	N/A	N/A	100%	100%	100%	100%
Cost	N/A	N/A	N/A	N/A	N/A	\$2,529	\$2,297
Number of CRIA's reviewed	N/A	N/A	N/A	77	50	80	65

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Cost	N/A	N/A	N/A	N/A	N/A	\$738	\$674
Number of Compliance Reviews	N/A	N/A	N/A	4	5	7	7
Cost	N/A	N/A	N/A	N/A	N/A	\$914	\$844
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Enacted	2014 Target	2015 Target
Training attendance	N/A	N/A	N/A	2863	2200	2400	2200
Complaints handled through ADR	N/A	N/A	N/A	93	120	140	130
Early Intervention Consultations	N/A	N/A	N/A	134	160	175	170
Pilot Program Extended					Proposed regulation accepted for review by OMB	Regulation amended	Program ADR permanent
	N/A	N/A	N/A	N/A			
Cost	N/A	N/A	N/A	N/A	N/A	\$790	\$718

Select Past Accomplishments Toward Achievement of the Key Outcome:

- The Equal Employment Opportunity Commission (EEOC) reported in its *Federal Work Force for Fiscal Year 2009* report that out of a total of 6,905 Federal employment complaints closed on the merits, about 3 percent resulted in findings of discrimination. This office is in line with the Federal Government-wide average in finding merit in complaints of unlawful employment discriminatory practices. In 2009, this office reported that out of 466 EEO complaints closed on the merits, 11 (3.13 percent) resulted in findings of discrimination. In 2010, 22 complaints (3.6 percent); in 2011, 30 complaints (6.3 percent), in 2012, 17 complaints (3.1 percent); and in 2013, 13 complaints (2.3 percent) were found to have merit.

Select Accomplishments expected at the 2015 Proposed Resource Level:

- OCR will focus efforts on EEO and program conflicts that could evolve into discrimination complaints. This new focus allows more conflicts and/or disputes to be resolved prior to becoming discrimination complaints. Non-EEO and program discrimination conflicts will be addressed outside of OCR. A conciliation function has been developed to ensure that all parties are managing their conflicts in a productive manner.
- This office will provide periodic ADR orientations, updates, and targeted conflict management training to USDA Subcabinet officials, recognized employee organizations, agency civil rights directors, and headquarters and agency employees. In addition, working in collaboration with the ADR Leadership Group, this office will revise the current ADR Regulations and conduct monthly ADR training session.

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Strategic Goal and Objectives Funding Matrix

(Dollars in thousands)

<u>Program/ Program Items</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Estimate</u>	<u>Inc. or Dec</u>	<u>2015 Estimate</u>
Department Strategic Goal: Create a USDA for the 21st century that is high-performing, efficient, and adaptable.					
Strategic Objective 5.2: Build a safe, secure, and efficient workplace by leveraging technology and shared solutions across organizational boundaries					
Office of Civil Rights.....	\$21,000	\$22,692	\$21,400	+\$2,836	\$24,236
Staff Years.....	123	127	134	-	134

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Full Cost by Department Strategic Goal

(Dollars in thousands)

Department Strategic Goal: Create a USDA for the 21st century that is high-performing, efficient, and adaptable.

Program/ Program Items	2012 Actual	2013 Actual	2014	2015
			Estimate	Estimate
Office of Civil Rights				
Administrative costs (direct).....	\$15,622	\$16,130	\$16,347	\$16,850
Indirect costs.....	5,259	4,581	5,053	7,386
Total Costs.....	20,881	20,711	21,400	24,236
FTEs.....	123	105	134	134
Performance Measure:				
Complete intake process timely.....	25 Days	20 Days	15 Days	15 Days
Each investigator conducts a minimum # of investigations..	5 Per Year	6 Per Year	7 Per Year	7 Per Year
Maintain list of ECOA complaints	Maintained	Maintained	Maintained	Maintained
	Within 2	Within 5	Within 5	Within 5
	year	year	year	year
Timely Processing of ECOA Complaints.....	statutory	statutory	statutory	statutory
Costs.....	N/A	N/A	5,559	5,042
Performance Measure:				
Employment Investigation Processing Time (Days).....	N/A	N/A	180	180
EEO Inventory Pending Adjudication (Complaints).....	180	170	165	160
Costs.....	N/A	N/A	3,219	2,937
Performance Measure:				
Processing time for Reports of Investigation.....	N/A	N/A	180	180
Costs.....	N/A	N/A	528	480
Performance Measure:				
Number of trainings conducted.....	44	33	45	45
Costs.....	N/A	N/A	1,048	949
Performance Measure:				
Staff recommended upgrades (percent complete).....	N/A	N/A	25%	25%
Scheduled Hardware refresh	100%	100%	Reduced	50%
Mandatory Certifications and Accreditations completed	100%	100%	100%	100%
Costs.....	N/A	N/A	2,529	2,297
Performance Measure:				
Number of CRIA's reviewed.....	77	50	80	65
Costs.....	N/A	N/A	738	674
Performance Measure:				
Number of Compliance Reviews	4	5	7	7
Costs.....	N/A	N/A	914	844
Performance Measure:				
Training attendance.....	2,863	2,200	2,400	2,200
Complaints handled through ADR.....	93	120	140	130
Early Intervention Consultations	134	160	175	170
		Proposed		
		regulation		
		accepted for		Program
		review by	Regulation	ADR
Pilot Program Extended.....	N/A	OMB	amended	permanent
Costs.....	N/A	N/A	790	718
Other OCR Costs.....	N/A	N/A	6,075	10,295