

2016 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 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, 2014, there were 126 full-time permanent employees, all located in Washington, D.C.

OCR did not have any Office of Inspector General or Government Accountability Office evaluation reports during the past year.

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Available Funds and Staff Years (SYs)
(Dollars in thousands)

Item	<u>2013 Actual</u>		<u>2014 Actual</u>		<u>2015 Enacted</u>		<u>2016 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Salaries and Expenses:								
Discretionary Appropriations.....	\$22,692	105	\$21,400	136	\$24,070	134	\$24,443	134
Rescission.....	-615	-	-	-	-	-	-	-
Sequestration.....	-1,056	-	-	-	-	-	-	-
Transfers Out:								
Working Capital Fund.....	-150							
Adjusted Appropriation.....	20,871	105	21,400	136	24,070	134	24,443	134
Lapsing Balances.....	-160	-	-107	-	-	-	-	-
Subtotal Obligations, OCR.....	20,711	105	21,293	136	24,070	134	24,443	134
Obligations under other USDA appropriations:								
EEO Investigation.....	829	-	657	-	800	-	800	-
Administrative Solutions Project.....	2,333	-	3,300	-	3,000	-	3,000	-
Misc. Reimbursements.....	305	-	292	-	600	-	600	-
Total, Other USDA.....	3,467	-	4,249	-	4,400	-	4,400	-
Total, OCR.....	24,178	105	25,542	136	28,470	134	28,843	134

Permanent Positions by Grade and Staff Year Summary

Item	<u>2013 Actual</u>	<u>2014 Actual</u>	<u>2015 Enacted</u>	<u>2016 Estimate</u>
	Wash. D.C.	Wash. D.C.	Wash. D.C.	Wash. D.C.
SES.....	2	2	2	2
GS-15.....	22	13	17	17
GS-14.....	26	16	18	18
GS-13.....	48	55	57	57
GS-12.....	14	8	8	8
GS-11.....	6	7	7	7
GS-10.....	2	2	2	2
GS-9.....	4	4	4	4
GS-8.....	4	8	8	8
GS-7.....	4	7	7	7
GS-6.....	2	2	2	2
GS-4.....	-	2	2	2
Total Perm. Pos.....	134	126	134	134
Unfilled, EOY.....	7	-	-	-
Employment EOY.....	127	126	134	134
Staff Year Est.....	105	136	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 necessary expenses of the Office of Civil Rights, [~~\$24,070,000~~]\$24,443,000.

Lead-Off Tabular Statement

Budget Estimate, 2016.....	\$24,443,000
2015 Enacted.....	<u>\$24,070,000</u>
Change in Appropriation.....	<u>+373,000</u>

Summary of Increases and Decreases

(Dollars in thousands)

	2013 <u>Actual</u>	2014 <u>Change</u>	2015 <u>Change</u>	2016 <u>Change</u>	2016 <u>Estimate</u>
Discretionary Appropriations:					
Office of Civil Rights.....	\$21,021	+\$379	+\$2,670	+\$373	\$24,443

Project Statement

Adjusted Appropriations Detail and Staff Years (SYs)

(Dollars in thousands)

Program	<u>2013 Actual</u>		<u>2014 Actual</u>		<u>2015 Enacted</u>		<u>Inc. or Dec.</u>		<u>2016 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Discretionary Appropriations:										
Office of Civil Rights.....	\$21,021	105	\$21,400	136	\$24,070	134	+\$373	-	\$24,443	134
Rescissions, Transfers, and Seq. (Net).....	1,671	-	-	-	-	-	-	-	-	-
Total Adjusted Appropriation.....	22,692	105	21,400	136	24,070	134	+373	-	24,443	134
Rescission.....	-615	-	-	-	-	-	-	-	-	-
Sequestration.....	-1,056	-	-	-	-	-	-	-	-	-
Transfers Out:										
Working Capital Fund.....	-150									
Total Available.....	20,871	105	21,400	136	24,070	134	+373	-	24,443	134
Lapsing Balances.....	-160	-	-107	-	-	-	-	-	-	-
Total Obligations.....	<u>20,711</u>	<u>105</u>	<u>21,293</u>	<u>136</u>	<u>24,070</u>	<u>134</u>	<u>+373</u>	<u>-</u>	<u>24,443</u>	<u>134</u>

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

Program	<u>2013 Actual</u>		<u>2014 Actual</u>		<u>2015 Enacted</u>		<u>Inc. or Dec.</u>		<u>2016 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Discretionary Obligations:										
Office of Civil Rights.....	\$20,711	105	\$21,293	136	\$24,070	134	+\$373	-	\$24,443	134
Total Obligations.....	20,711	105	21,293	136	24,070	134	+373	-	24,443	134
Lapsing Balances.....	160	-	107	-	-	-	-	-	-	-
Total Available.....	20,871	105	21,400	136	24,070	134	+373	-	24,443	134
Transfers Out:										
Working Capital Fund.....	150									
Rescission.....	615	-	-	-	-	-	-	-	-	-
Sequestration.....	1,056	-	-	-	-	-	-	-	-	-
Total Appropriation.....	22,692	105	21,400	136	24,070	134	+373	-	24,443	134

Justification of Increases and Decreases

- (1) An increase of \$373,000 for the Office of Civil Rights (\$24,070,000 and 134 staff years available in 2015).

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. In addition to the activities and functions specifically described in the budget request, current year and budget year base funds will be used to carry out activities and functions consistent with the full range of authorities and activities delegated to the office. In addition to Departmental Administration funding used for human resources operational services, current year and budget year base funds will also be used to support expedited and enhanced classification, staffing and processing efforts.

The funding change is requested for the following items:

- a. An increase of \$206,000 for pay costs (\$41,000 for annualization of the fiscal year 2015 pay raise and \$165,000 for the anticipated fiscal year 2016 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 \$167,000 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	2013 Actual		2014 Actual		2015 Enacted		2016 Estimate	
	Amount	Staff SYs	Amount	Staff SYs	Amount	Staff SYs	Amount	Staff SYs
District of Columbia.....	\$20,711	105	\$21,293	136	\$24,070	134	\$24,443	134
Lapsing Balances.....	160	-	107	-	-	-	-	-
Total Available.....	20,871	105	21,400	136	24,070	134	24,443	134

Classification by Objects

(Dollars in thousands)

	2013 Actual	2014 Actual	2015 Enacted	2016 Estimate
Personnel Compensation:				
Washington D.C.....	\$12,431	\$12,608	\$13,076	\$13,233
11 Total personnel compensation.....	12,431	12,608	13,076	13,233
12 Personal benefits.....	3,678	3,673	3,923	3,972
13.0 Benefits for former personnel.....	21	8	-	-
Total, personnel comp. and benefits.....	16,130	16,289	16,999	17,205
Other Objects:				
21.0 Travel and transportation of persons.....	103	289	103	103
22.0 Transportation of things.....	11	9	10	10
23.1 Rental Payment to GSA.....	-	176	2,308	2,308
23.3 Communications, utilities, and misc. charges.....	405	470	480	480
24.0 Printing and reproduction.....	219	367	220	220
25.2 Other services from non-Federal sources.....	1,071	2,087	1,300	1,300
25.3 Other purchases of goods and services from Federal sources.....	2,665	1,504	2,545	2,712
26.0 Supplies and materials.....	92	90	90	90
31.0 Equipment.....	10	7	10	10
42.0 Insurance Claims.....	5	5	5	5
Total, Other Objects.....	4,581	5,004	7,071	7,238
99.9 Total, new obligations.....	20,711	21,293	24,070	24,443

Position Data:

Average Salary (dollars), SES Position.....	\$165,300	\$162,200	\$162,700	\$163,400
Average Salary (dollars), GS Position.....	\$100,904	\$97,200	\$100,904	\$101,913
Average Grade, GS Position.....	13.5	13.4	13.5	13.5

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Shared Funding Projects

(Dollars in thousands)

	2013	2014	2015	2016
	<u>Actual</u>	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
Working Capital Fund:				
Administration:				
Beltsville Service Center.....	\$24	\$14	\$20	\$19
Mail and Reproduction Management.....	313	397	277	279
Procurement Operations.....	15	15	107	106
Integrated Procurement System.....	8	8	40	40
Subtotal.....	360	434	444	444
Communications:				
Creative Media & Broadcast Center.....	28	21	47	32
Finance and Management:				
NFC/USDA.....	29	35	161	39
Financial Systems.....	15	13	13	15
Internal Control Support Services.....	119	15	14	14
Subtotal.....	163	63	188	68
Information Technology:				
NITC/USDA.....	50	26	107	109
Telecommunications Services.....	694	702	584	584
Subtotal.....	744	728	691	693
Correspondence Management.....	11	9	16	18
Total, Working Capital Fund.....	1,306	1,255	1,386	1,255
Departmental Shared Cost Programs:				
1890's USDA Initiatives.....	4	4	4	4
Classified National Security Information.....	-	-	1	1
Continuity of Operations Planning.....	3	3	3	3
Identity & Access Management (HSPD-12).....	8	9	9	9
Emergency Operations Center.....	3	3	3	3
Facility and Infrastructure Review and Assessment.....	1	1	1	1
Faith-Based & Neighborhood Partnerships.....	-	-	1	1
Hispanic-Serving Institutions National Program.....	2	3	3	3
Honor Awards				
Human Resources Transformation (inc. Diversity Council).....	2	2	2	2
Medical Services.....	5	5	12	13
People' Garden	1	1	1	1
Personnel Security Branch (PDSD).....	2	2	1	1
Pre-authorizing Funding.....	4	5	5	5
Retirement Processor/Web Application.....	1	1	1	1
Sign Language Interpreter Services.....	12	7	-	-
TARGET Center.....	1	1	2	2
USDA 1994 Program.....	1	1	1	1
Virtual University.....	3	2	3	3
Visitor Information Center.....			-	-
Total, Departmental Shared Cost Programs.....	53	50	53	54

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Shared Funding Projects
(Dollars in thousands)

	2013	2014	2015	2016
	<u>Actual</u>	<u>Actual</u>	<u>Enacted</u>	<u>Estimate</u>
E-Gov:				
Enterprise Human Resources Intigration.....	3	3	3	3
E-Rulemaking.....	-	1	1	1
E-Training.....	3	4	4	4
Integrated Acquisition Environment - Loans and Grants.....	2	2	2	2
Integrated Acquisition Environment.....	1	1	1	1
Total, E-Gov.....	9	11	11	11
Agency Total.....	1,368	1,316	1,450	1,320

OFFICE OF CIVIL RIGHTS

Status of Programs

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:

A key priority for OCR is to ensure timely and cost effective complaint processing. To do so, OCR continues to implement innovative strategies to process the Department's EEO and program complaints to meet regulatory standards, strengthen operational efficiencies, and increase cost effectiveness and avoidance.

OCR has accomplished and continues to improve on reducing the EEO and program complaint inventory. As such, OCR reviewed standard operating procedures and employee performance standards to ensure 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.

For the first time, in FY2014, civil rights activities are incorporated into the USDA Strategic Plan under Goal 5: Create a USDA for the 21st Century that is High-Performing, Efficient, and Adaptable. OCR's performance measurement is increasing civil rights compliance reviews through collaboration with agencies. The compliance reviews are designed to proactively evaluate the civil rights and equal opportunity policies, procedures, and practices of agencies within USDA.

Selected Examples of Recent Progress:

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. In FY 2014, OCR reduced its aged inventory while processing the current inventory of cases timely and efficiently.

USDA received 476 EEO complaints in FY 2014—a 15 percent decrease from FY 2013 (545 received EEO complaints)—of which 418 were accepted for processing—an 11 percent decrease from FY 2013 (463 accepted complaints). OCR closed 510 EEO complaints, including issuing 22 findings of discrimination. The Employment Investigation Division improved the timeliness of investigations from 43 percent to 45 percent. The Employment Adjudication Division reduced the inventory by 10 percent to an all-time low of 99 cases. The Corporate Services Division (CSD), which is responsible for processing EEO conflict cases, developed new procedures to track and process complaints, and new agreements with the Department of Justice (DOJ) to handle “conflict within conflict” complaints. CSD is now 100% timely on all complaints filed after January 1, 2014.

USDA received 1,170 program discrimination complaints in FY 2014—an 11 percent increase above FY 2013 (1059 received program discrimination complaints)—of which 214 were accepted for processing—a 17 percent increase above FY 2013. OCR closed 186 program complaints, including two findings of discrimination. The Program Investigation Division reduced the processing time by 47 percent from 1,264 days to 664 days and reduced the open inventory by 25 percent from 158 complaints to 115 complaints. The Program Adjudication division reduced the total inventory by 18 percent from 125 complaints to 102 complaints and reduced the workable inventory by 21 percent.

EEO and Program Complaint Inventory Reduction.

This office reviewed standard operating procedures and employee performance standards to ensure systems and workload analyses were 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.

OCR 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 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 ADR Leadership Group, OCR will revise the current ADR Regulations and conduct monthly ADR training sessions.

EEO Complaint Prevention Activities.

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

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.

In FY 2014, ERCD handled a total of 183 ADR cases, which is a 32 percent increase compared to FY 2013 with 139 ADR cases. ERCD provided early intervention consultations to 462 USDA employees and customers who experienced workplace conflict with a peer and/or supervisor/manager, which is a 22 percent increase compared to FY 2013 (379 consultations). Consultations were also provided to members of the public who had questions or concerns regarding services they received from USDA.

Training is an essential aspect of the ERCD mission. During FY 2014, 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 and approximately 4,000 employees attended and/or participated in the workshops and hosted 23 sessions on "Brief Introduction to ADR," reaching a total of 161 attendees.

OCR conducts bi-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.

2014 Civil Rights Training.

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 topics including 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.

OCR conducted 37 training sessions, which included but is not limited to: Disability Legislation and Reasonable Accommodations; No Fear; Unconscious Biases; Sexual Harassment; LGBT Nondiscrimination; Generational Differences; EEO Training for New Counselors; EEOC Refresher Training; and Model EEO Program; and created a department-wide Civil Rights Training Committee designed to collaborate with agencies and staff offices to identify training resources and create a training cadre to deliver civil rights/diversity training, and train-the-trainers.

Civil Rights Policy.

In FY 2014, OCR issued 5 regulatory reports, two of which should be noted. First, USDA revised its nondiscrimination regulation for conducted programs, 7 C.F.R. 15d, to include explicit protections against gender identity and gender expression discrimination. Second, USDA established Departmental Regulation (DR) 4330-005, which prohibits discrimination based on national origin affecting persons with Limited English Proficiency (LEP) in programs and activities conducted by USDA. Throughout the year, OCR staff travelled to various states to conduct training on the amended 7 C.F.R 15d and DR-4330-005.

Civil Rights Impact Analysis (CRIA).

The OCR continued to conduct 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 2014, OCR provided training on the policies, procedures, and the proper process for developing CRIAs 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.

In 2014, OCR reviewed approximately 95 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 increased by 58 percent and the number of non-concurrence/contingent concurrence findings increased due to OCR requiring agencies to provide accurate data indicating nondiscriminatory regulatory requirements and Farm Bill regulations.

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. In FY 2014, OCR conducted 14 compliance reviews, 9 of which were technical assistance compliance reviews where OCR collaborated with USDA Agencies to administer the Agency’s Civil Rights/EEO compliance reviews. The collaboration efforts provided a 55 percent increase compared to the number of reviews conducted in 2013 (nine compliance reviews).

Cultural Transformation.

In 2014, OCR’s Cultural Transformation staff conducted 40 activities to support the Departments cultural transformation efforts to include: “In Conversation With...” lunchtime speaker series, co-sponsorship of Special Emphasis observances, and a film festival showcasing films which commemorated the 50th Anniversary of the Civil Rights Act of 1964.

Data and Records Management.

A major effort is underway to redesign the Program Complaint Management System (PCMS). In addition, last year, in alignment with the Secretary’s streamlining initiative, funding was provided to begin equipping all OCR staff with laptops and docking stations—enabling employees to use the systems at work, for telecommuting, business travel, and “hoteling.” OCR is in the process of establishing a structure and process for receiving, accepting, tracking, and responding to CR 508 cases across USDA organizations as mandated by OMB and USDA’s CIO’s office.

Program Reviews Conducted.

OCR is still responding to Office of Inspector General (OIG) requests for documents under OASCR Audit 50099-0001-12 (involves a review of all procurement activities within OCR). OIG will issue its recommendations in FY 2015.

OFFICE OF CIVIL RIGHTS

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 program 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 which contributes to goal five of the USDA Strategic Plan.

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

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

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.

Data Records and Management Division (DRMD)	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target
Disposition Century past & closed paper-based files for transfer to the Federal Records Center	n/a	n/a	n/a	n/a	n/a	30000	15000
Convert open case files to electronic format	n/a	n/a	n/a	n/a	n/a	30000	15000
EEO Formal Complaint Processing (EEO)	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target
EEO informal cases received-Corporate Services Division (Conflict Cases)	n/a	n/a	n/a	43	24	30	30
EEO formal cases received-Employment Complaints Division	n/a	n/a	n/a	27	30	45	50
Number of days to complete an employment investigation process	n/a	n/a	n/a	n/a	180	180	180
EEO inventory of Complaints Pending Final Adjudication	n/a	n/a	180	170	165	160	160

Early Resolution and Conciliation Division (ERCD)	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target
Number of complaints handled through ADR	n/a	n/a	93	120	140	130	130
Hours Saved by using Early Intervention & Training	n/a	n/a	2863	5000+	2000+	3000+	3000+
Program ADR cases received	n/a	n/a	n/a	22	35	47	64
PADR settlement agreements	n/a	n/a	n/a	14	17	25	30
PADR settlement rates	n/a	n/a	n/a	65%	82%	75%	75%

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Office of Compliance, Policy, Training and Cultural Transformation (OCPTCT)	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target
Number of compliance reviews	n/a	n/a	n/a	120	140	130	130
Number of CRIA's reviewed	n/a	n/a	50	60	90	75	75
Number of civil rights departmental regulations reviewed	n/a	n/a	n/a	2	8	7	7
Number of trainings conducted	n/a	n/a	n/a	n/a	50	63	79
Number of employees trained across department	n/a	n/a	n/a	n/a	n/a	3780	5520
mandatory certifications and accreditations completed	n/a	n/a	100%	100%	100%	100%	100%

Program Complaint Processing	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target
Intake average case processing days	n/a	n/a	25	20	15	15	15
Investigations conducted per investigator	n/a	n/a	5	6	7	7	7
Processing time in days for reports of investigations	n/a	n/a	n/a	180	180	180	180
Overall Agency Position Statements Received	n/a	n/a	n/a	336	408	600	720
Number of Program Investigations Overall	n/a	n/a	n/a	3780	4590	6480	8100
Number of program Adjudications Overall	n/a	n/a	n/a	1890	2295	3375	4050

Select Past Accomplishments Toward Achievement of the Key Outcome:

- USDA received 476 EEO complaints in FY2014 – a 15 percent decrease from FY2013 (545 received EEO complaints)- of which 418 were accepted for processing which is an 11 percent decrease from FY 2013 (463 accepted complaints). OCR closed 510 EEO complaints, including issuing 22 findings of discrimination. The Employment Investigation Division improved the timeliness of investigations from 43 to 45 percent. The Employment Adjudication Division reduced the inventory of cases pending adjudication by 10 percent to an all-time low of 99 cases. The Corporate Services Division (CSD), which is responsible for processing EEO conflict cases, developed new procedures to track and process complaints, and new agreements with the Department of Justice (DOJ) to handle “conflict within conflict” complaints. CSD is now 100% timely on all complaints filed after January 1, 2014.

Select Accomplishments expected at the 2016 Proposed Resource Level:

- OCR will focus efforts on EEO and program conflict cases 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 conflict cases in a productive manner.
- OCR will provide periodic ADR orientations, updates and targeted conflict management training to USDA agency employees. In addition, working in collaboration with the ADR Leadership Group, OCR will revise the current ADR Regulations and conduct monthly ADR training sessions.

OFFICE OF CIVIL RIGHTS

Strategic Goal Funding Matrix
(Dollars in thousands)

<u>Program / Program Items</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Estimate</u>	<u>Change</u>	<u>2016</u> <u>Estimate</u>
Department Strategic Goal 5: 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.....	\$22,692	\$21,400	\$24,070	+\$373	\$24,443
Staff Years.....	127	136	134	-	134

OFFICE OF CIVIL RIGHTS

Full Cost by Department Strategic Goal

(Dollars in thousands)

Department Strategic Goal 5: Create a USDA for the 21st century that is high-performing, efficient, and adaptable.

Program / Program Items	2013	2014	2015	2016
	Actual	Actual	Enacted	Estimate
<u>Office of Civil Rights</u>				
Administrative costs (direct).....	\$16,130	\$16,289	\$16,999	\$17,205
Indirect costs.....	4,581	5,004	7,071	7,238
Total Costs.....	20,711	21,293	24,070	24,443
FTEs.....	105	136	134	134
Performance Measure:				
Intake process completed (per day).....	20	15	15	15
Each investigator conducts a minimum number of investigations.....	6	7	7	7
Number of days to complete an employment investigation process.....	N/A	180	180	180
Number of EEO inventory pending adjudication complaints processed....	170	165	160	160
Processing time for reports of investigation.....	180	180	180	180
Mandatory certifications and accreditations completed.....	100%	100%	100%	100%
Number of compliance reviews.....	120	140	130	130
Number of Complaints handled through ADR.....	120	140	130	130
Number of CRIA's reviewed.....	60	90	75	75
Number of civil rights departmental regulations.....	2	8	7	7
EEO informal cases received.....	43	24	30	30
EEO formal cases received.....	27	30	45	50
Early intervention & training.....	5,000+	2,000+	3,000+	3,000+
Program ADR cases received.....	22	35	47	64
PADR settlement agreements.....	14	17	25	30
PADR settlement rates.....	65%	82%	75%	75%
Agency position statements.....	336	408	600	720
Number of program investigations.....	3,780	4,590	6,480	8,100
Number of program adjudications.....	1,890	2,295	3,375	4,050
Disposition past century & closed paper-based files for transfer to the Federal Record Center.....	N/A	N/A	30,000	15,000
Convert open case files to electronic format.....	N/A	N/A	30,000	15,000
Number of trainings conducted.....	N/A	50	63	79
Number of employees trained.....	N/A	3,000	3,780	5,520