U.S. Department of Agriculture

FY 2011-2013 Department-Wide
Diversity and Inclusion Plan

"Diversity is not about how we differ. Diversity is about embracing one another's uniqueness." - Ola Joseph

"USDA – Serving the American Public – Every Day In Every Way"

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USDA Diversity and Inclusion Plan

Introduction:

The United States Department of Agriculture (USDA) is a global employer of over 100,000 individuals who deliver programs and services that touch almost every American, every day. USDA's mission is to provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on sound public policy, the best available science, and efficient management.

USDA is undergoing a "Cultural Transformation" under the leadership of Secretary Thomas J. Vilsack; to become the model employer in developing a dynamic, workforce that well represents the diversity of the people for whom we work: the American people.

To chart the path toward Cultural Transformation, USDA developed the Department-Wide Diversity and Inclusion Plan (formerly known as the *Diversity and Inclusion Plan)*; a comprehensive, integrated, and strategically focused plan, with strong measurements and leadership accountability. The Diversity and Inclusion Plan is cross referenced with USDA's Workforce and Succession Plan, and incorporates the requirements identified in Executive Order 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce" and the Office of Personnel Management's (OPM) "Guidance for Agency-Specific Diversity and Inclusion Strategic Plans."

Linkage between USDA's Diversity and Inclusion Plan Goals to OPM's Diversity and Inclusion Goals

USDA Diversity and Inclusion Plan 2011-2013 Goals	OPM Diversity and Inclusion Strategic Plan 2011 Goals
1. Leadership Accountability and Commitment	Sustainability
2. Outreach and Partnership	Workforce Diversity
3. Recruitment and Hiring	Workforce Diversity
4. Retention and Promotion	Workforce Inclusion
5. Diversity Training and Awareness	Workforce Inclusion
6. Employee Development and Recognition	Workforce Inclusion

Through implementation of the Diversity and Inclusion Plan, USDA will include all employees – from the Under Secretaries to employees at every grade level, in every location - to work to ensure USDA is a place where there's equality of opportunity for all employees and everyone who works here is empowered to reach their full potential. The specific objectives of the Road Map are to:

- Ensure leadership accountability for hiring and retaining a diverse workforce in USDA.
- Demonstrate results of implementing the Department's workforce planning, succession planning, and position management strategies, and capture opportunities to hire and retain a diverse workforce.

- Provide premier diversity experiences to senior leaders, managers, and supervisors via special observances, training, and education in order to influence changes in attitudes and behaviors.

- Strategically target prospective applicant pools more effectively while building our prospective inquiry pools, increasing the number of appropriate contacts for further communication.

- Identify the most effective means of reaching our prospective diverse applicant pools for hire, advancement, and retention.

- Reassess and ultimately develop a quality, standardized, One-USDA message in our informational resources; including but not limited to our printed materials, on-line resources, outreach efforts, as well as through social media opportunities.

- Identify and standardize key USDA themes in our recruitment efforts that best highlight our strengths and distinguish us from competitors.

- Articulate our goals to the USDA workforce and gain their support as ambassadors in our efforts.

- Recognize programs and individuals for exceptional contributions toward reaching USDA diversity recruitment and retention goals.

The Diversity and Inclusion Plan:

USDA's Diversity and Inclusion Plan includes specific goals, activities, and timelines, that directly support OPM's Diversity and Inclusion Strategic Plan Goals to meet the intent of Executive Order 13583 (See Table on Page 1).

1. Leadership Accountability and Commitment

A diverse workforce is critical for any organization that seeks to improve and maintain a competitive advantage. Focusing on diversity and looking for ways to achieve an inclusive environment is not just a "nice to have" objective; it makes good business sense. A diverse workforce offers greater productivity and a competitive edge. Diversity improves the quality of our workforce and offers a higher return on our investment in human capital. USDA's future depends on the quality of employees we recruit today.

New employees often consider an organization's diversity efforts when deciding whether to accept or reject an employment offer. Potential candidates are usually more attracted to employers that are committed to sustaining a diverse workforce. Moreover, a diverse workforce increases creativity as the employees can and will offer different perspectives, ideas, and solutions.

More importantly, successful development of a diverse organization is significantly different from simply increasing the representation of minorities, individuals with disabilities, and veterans. Leadership starts at the top and must permeate through levels of administration, human resources, and to hiring managers, supervisors, and the general workforce. A commitment to the recruitment, retention, development, and support of underrepresented candidates is essential to creating a diverse and inclusive work environment. Leadership sets the standard to value different cultures and the diverse backgrounds that each employee brings to the workforce. The leaders must educate and promote that diversity is of strategic value and is in the best long-term interest of the organization.

Goal

Ensure leadership accountability for hiring and retaining a diverse workforce in USDA mission areas, agencies, and staff offices.

Activities and Current Status

Activities	FY 11	FY 12	FY 13
OHRM will appoint the Director of Recruitment and Diversity to serve as the Department-wide Diversity and Inclusion Officer.	Completed	Sustain	
OHRM will establish and set expectations for the Diversity and Inclusion Officer position by the end of 1st quarter 2011.	Completed	Ongoing	
Each mission area will identify a Senior Executive Service member to provide executive leadership and oversight, and to serve as the mission area Diversity and Inclusion Officer (preferably the Deputy Administrators for Management).	Completed	Sustain	

Each Staff Office will designate a Diversity and Inclusion Officer.	Completed	Sustain	
Diversity and Inclusion Officers will meet monthly with the Chief Human Capital Officer and Office of Human Resources Management (OHRM) to discuss progress of the Diversity and Inclusion Plan.	Initiated	Ongoing	
All Senior Executive Service (SES) members, hiring managers, and supervisors will incorporate specific diversity accountability measures in the "Mission Results" element of their performance plan.	Initiated	Ongoing	
OHRM, Executive Resources Division (ERD) will strengthen the narrative Civil Rights performance element in the Department-wide SES performance plan template.	Initiated	Ongoing	
OHRM-ERD will establish instructions for the Performance Review Board to review hiring results, retention, and diversity reports, when considering SES ratings, salary increases, and bonuses.	Initiated	Ongoing	
The Secretary's Executive Resources Board (ERB), established in March 2010, will evaluate USDA's SES merit staffing/hiring processes to ensure agencies focus on attracting diverse candidate pools to achieve adequate representation.	Initiated	Ongoing	
Agencies and Staff Offices will establish and maintain Diversity and Inclusion Working Groups to serve as advisory councils for targeted groups.	Initiated	Ongoing	
Agencies and Staff Offices will incorporate diversity goals in performance standards and plans of every supervisor, manager, and employee.	Initiated	Ongoing	
Agencies and Staff Offices will provide monthly reports to OHRM's Recruitment & Diversity Division on Professional Development, Attrition, Accession, Rewards, Retention, and Promotion (PDAARRP) actions by Race, National Origin, Gender, (RNOG), Disability and Veterans for all employees, including student interns.	Initiated	Ongoing	
Agencies and Staff Offices will develop initiatives for underrepresented groups as necessary to enhance professional development.	Initiated	Ongoing	

Agencies and Staff Offices will conduct workforce analysis to identify areas of underrepresentation at all grade levels in all occupations, with emphasis on positions in the SES, supervisory and managerial ranks, and Mission Critical Occupations (MCOs).	Initiated	Ongoing	
OHRM will establish a Diversity and Inclusion Dashboard to track Diversity Index, Inclusion Index, and Workforce Diversity, Disability, and Veterans data.	Initiated	Will be completed by end of 4th qtr FY 12	

Measures

- OHRM will receive quarterly reports of activities from mission areas and staff offices of the Diversity and Inclusion Officer.

- OHRM will monitor SES performance, annually.

- OHRM will submit monthly Cultural Transformation Milestone and Metrics Reports with an executive summary and recommendations necessary to correct gaps in workforce profile through the Assistant Secretary for Administration to the Secretary.

- OHRM will measure progress in diversity and inclusion by way of the Mission Area, and Staff Offices' monthly Report Card.

- Report Cards will be utilized by the ERB to rate the effectiveness of leading diversity and inclusion for all USDA executives.

2. Outreach and Partnership

Outreach and partnership is a key and essential element of a successful diversity program. The outreach and partnership efforts must be focused on underrepresentation regardless of the bases of race, color, religion, gender, national origin, age, and/or disability. In addition, all outreach and partnership initiatives must be focused on internal and external entities.

Goal

Provide strategic diversity outreach and partnership initiatives to hire and develop a skilled and diverse workforce to meet the needs of USDA.

Activities and Current Status

Activities	FY 11	FY 12	FY 13
OHRM will establish new national partnerships and maintain its current national partnerships to support and assist diversity efforts in hiring, retention, training, and the advancement of USDA's workforce (see appendix F).	Completed FEW, FAPAC, CSAVR, American Legion,	Ongoing	

	AAGEN, BIG, FMA, LULAC, National Image Inc. and SAIGE		
OHRM, Agencies, and Staff Offices will provide outreach and funding, as available, to minority-serving institutions via Hispanic Associations of Colleges and Universities (HACU); Historically Black Colleges and Universities (HBCU); the Washington Internships for Native American Students (WINS); the Conference on Asian Pacific American Leadership (CAPAL); Asian American and Native American Pacific Islander (AANAPISI); 1890, 1862, 1994 institutions; Thurgood Marshall Scholarship Fund; and other similar organizations/programs in support of internships and other programs (see appendix G).	Initiated	Ongoing	
OHRM will establish partnerships between OHRM and USDA internal employee associations to identify common approaches to meet USDA's diversity goals.	Initiated	Ongoing	
OHRM, Agencies, and Staff Offices will use and promote flexible workplace policies that encourage enhanced targeted recruitment efforts by offering telework, flexiplace, wellness programs, and other work-life flexibilities and benefits.	Initiated	Ongoing	

Measures

- OHRM will track and monitor the number of external partnership MOUs signed, annually.
- OHRM will track and monitor the number of USDA internal employee associations, annually.
- OHRM and Agencies will track and monitor USDA employee participation in national partnership conferences, annually.
- OHRM and Agencies will track and monitor the percentage of USDA workforce participating in telework, flexible work schedules and Wellness programs, monthly.
- OHRM will review Employee Viewpoint Survey (EVS) results, annually.

3. Recruitment and Hiring

In FY 2011, USDA hired a total of 20,326 new employees. However, we remain underrepresented in the following groups: White Women, Hispanics, Asian Women, Pacific Islanders, Black Males, and Individuals with Targeted Disabilities. In order to remain at the forefront of Human Capital Management, it is imperative that we continue to aggressively pursue and cultivate a diverse workforce. This can be done through targeted recruitment initiatives from underutilized/underrepresented groups as determined by quarterly reporting and Management Directive (MD) 715. In addition, we must explore new avenues of recruitment and the utilization of special hiring authorities, as well as find new venues to market our talent acquisition messages.

Goal

Provide strategic diversity recruitment and hiring initiatives to attract and develop a skilled and diverse workforce to meet the needs of USDA.

Activities and Current Status

Activities	FY 11	FY 12	FY 13
OHRM will update the policy for, and implement, the Referral Bonus Award Program to include, hard-to-fill jobs and recruitment of individuals from underrepresented groups, veterans, and people with disabilities.	Completed	Ongoing	
Office of Communication (OC), OHRM, and agencies will develop strategic marketing recruitment tools and advertisement of employment opportunities to attract underrepresented populations.	Initiated	Ongoing	
OHRM and agencies will establish strategies and implement programs to target recruiting efforts based on Civilian Labor Force deficits and MD 715; by agency and, where appropriate, by major geographic location (see appendices A to E-1).	Initiated	Ongoing	
Agencies and Staff Offices will publish diversity data on their workforce by Race, National Origin, Gender (RNOG) and Disability with attention to all grades through SES.	Initiated	Ongoing	
Agencies and Staff Offices will survey demographics data on a monthly basis to stay abreast of current demographics trends.	Initiated	Ongoing	
Agencies and Staff Offices will establish and implement strategies and programs as well as monthly reporting requirements to increase hiring of people with disabilities and Veterans.	Initiated	Ongoing	

Agencies and Staff Offices will develop and implement strategies that result in the maximum use of non-competitive hiring authorities and workplace flexibilities (see appendix K/L).	Initiated	Ongoing	
Agencies and Staff Offices will conduct monthly meetings to review data and impact of recruitment and hiring strategies with the Agency Head.	Initiated	Ongoing	
Agencies and Staff Offices will develop and implement a hiring plan for the annual Summer Intern Programs and ensure that the Federal Career Internship Program (FCIP) officially ends on Feb 28, 2011 and the New Pathways Program is instituted in accordance with Executive Order 13562.	Initiated	Ongoing	
Agencies and Staff Offices will ensure that outreach and recruitment efforts are geared towards improvement of students demographic that are representative of the CLF.	Initiated	Ongoing	
Agencies and Staff Offices will develop specific recruitment plans for People with Disabilities and Hispanics with specific metrics to measure progress.	N/A	People with Disabilities (completed) Hispanics to be initiated by end of 3rd qtr FY 12	

Measures

- OHRM, Agencies, and Staff Offices will survey demographic data on a monthly basis to stay abreast of current demographic trends.

- OHRM, Agencies, and Staff Offices will publish information on their workforce by RNOG and Disability with attention to all grades through SES annually via MD 715.

- OHRM, Agencies, and Staff Offices will track and monitor applicant flow data to assess the effectiveness of outreach and recruitment efforts by RNOG, Disability and Veterans Status.

- OHRM, Agencies, and Staff Offices will track hiring and attrition trends monthly to measure the effectiveness of recruitment plans and MD 715 strategies.

- OHRM, Agencies, and Staff Offices will track, monitor and report to senior leadership internship hiring data by RNOG, Disability and Veterans Status weekly during the summer months.

- OHRM, Agencies, and Staff Offices will track use of non-competitive hiring authorities, annually.

- OHRM, Agencies, and Staff Offices will track and monitor student conversion rates by RNOG, Disability and Veterans Status.

4. Retention and Promotion

The quality of supervision that employees receive is critical to employee retention rates. Employees leave managers and supervisors more often than they leave agencies or jobs. It is not enough that the manager is well-liked or a nice person. A supervisor who is skilled at employee retention knows that the quality of the supervision is the key factor in employee retention.

Goal for Retention

Provide quality leadership training to managers and supervisors on retention strategies, wellness, and work-life balance.

Goal for Promotion

Provide career opportunities and resources for career development through mentoring, coaching, and Individual Development Plans.

Activities and Current Status

Activities	FY 11	FY 12	FY 13
Agencies and Staff Offices will establish baseline information and track data regarding the hiring, promotion, and retention of employees in underrepresented groups.	Initiated	Ongoing	
Agencies and Staff Offices will monitor results and action items associated with the Employee View Point survey to identify possible areas that address the retention of a diverse workforce.	Initiated	Ongoing	
OHRM will implement an on-boarding program and survey new hires at 30 days, 90 days, and on their anniversary date.	Initiated	Ongoing	
Agencies and Staff Offices will conduct an exit survey/interview with every individual who leaves the agency to assess barriers to retention.	Initiated	Ongoing	
OHRM will develop an accessible on-line exit survey for Department-wide implementation.	Initiated	Ongoing	

Measures
Agencies and staff offices will provide OHRM reports on hiring, retention and promotion of underrepresented groups, monthly.

5. Diversity Training and Awareness
When an organization fails to give value to diversity and incorporate it into the culture of the organization, the organization will struggle. Diversity training and awareness prepares an organization to take advantage of the many ideas and opinions of a diverse workforce to keep them competitive in today's economy. Diversity training and awareness focus on a comprehensive range of qualities other than race and gender. A diversified working environment contributes to developing effective working relationships with individuals from varied backgrounds. We are a multi-cultural society and failing to give credibility and respect to the many diverse individuals and the value they bring to an organization limits the productivity of that organization. Diversity in an organization respects and values the unique differences and similarities of individuals. It recognizes that every individual has qualities that they bring to the table. These values, backgrounds, and experiences create a truly diversified environment. Therefore, training and awareness along with recognition is an excellent way to celebrating diversity.

Goal
Articulate our diversity training and awareness goals to the USDA workforce. Act as ambassadors in our efforts, and recognize programs and individuals for exceptional contributions.

Activities and Current Status

Activities	FY 11	FY 12	FY 13
OHRM will provide training on fundamentals to enable Special Emphasis Program Managers (SEPMs) to perform detailed workforce analysis regarding diversity.	Initiated	Ongoing	
Agencies and Staff Offices will conduct diversity training for all USDA employees.	Initiated	Ongoing	
OHRM will establish a new category for Honor Awards that recognizes accomplishments in diversity and recruitment. Diversity appreciation, advancement and recruitment are different and will be recognized separately.	Initiated	Ongoing	
Office of Communications (OC), OHRM, and agencies will establish a multi-faceted communications plan utilizing social media to ensure USDA leaders, supervisors, and employees understand USDA's commitment to diversity and accountability.	Initiated	Ongoing	
OHRM and Agencies will plan and execute a National USDA Multicultural Day to be held in the Washington Metropolitan Area and in field locations to celebrate diversity and inclusion.	Postponed due to funding cuts		

Measures

- OHRM, Agencies, and Staff Offices will track and monitor the participation rate of USDA attendees to the Defense Equal Opportunity Management Institute (DEOMI) Special Emphasis Program Managers Course, annually.

- Agencies and staff offices will track and monitor senior executives, manager/supervisors, and employee participation in Diversity and Inclusion training annually.

6. Employee Development and Recognition

Employee development is crucial for the growth and prosperity of any organization as employees are one of the determining factors for the success of the organization. The more capable and qualified the employees, the more effective and efficient the organization becomes. Employee development programs are essential to improve morale as well as to motivate the employees to perform well. Employees like to learn new skills and meet challenges and they are more motivated when they feel there is great potential for personal growth. When the organization shows interest in employee development, the employee naturally has a greater interest in the organization's development.

Goal

Provide training opportunities for developing employees and their mentors.

Activities and Current Status

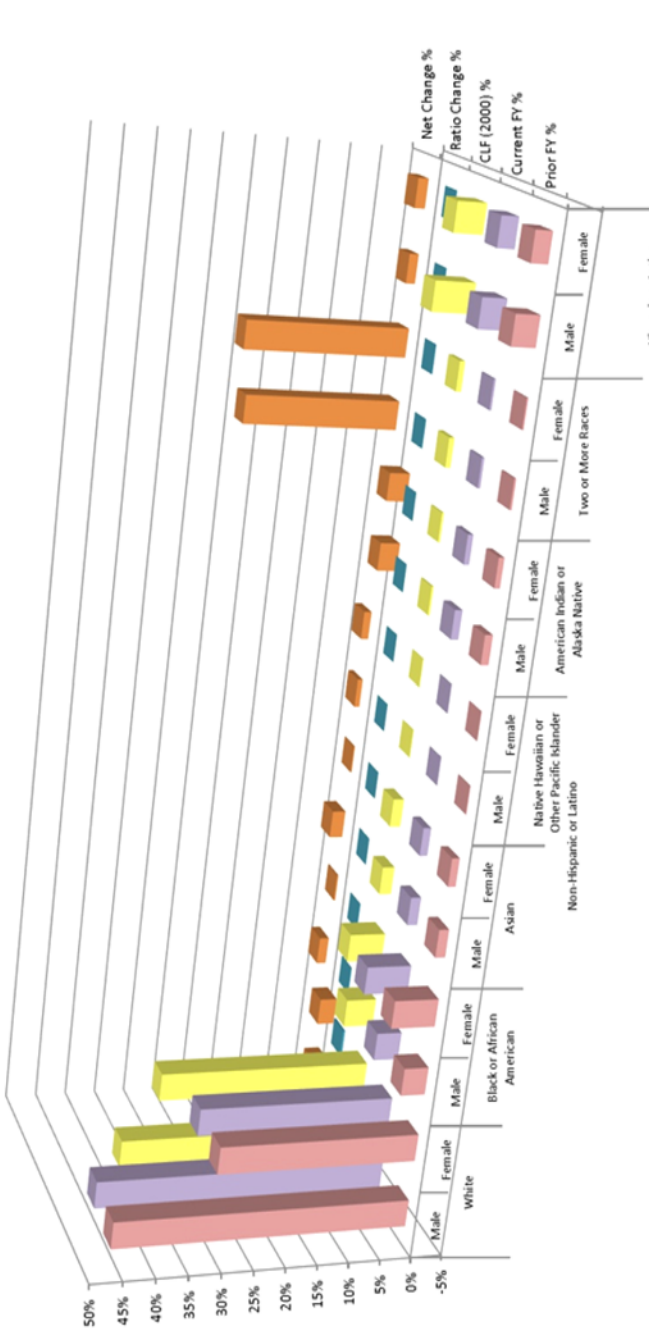
Activities	FY 11	FY 12	FY 13
Agencies will establish processes and tools to report on participation rates of underrepresented groups in training opportunities.	Initiated	Ongoing	
Agencies will establish processes and tools to report on participation rates of underrepresented groups in networking and developmental experiences.	Initiated	Ongoing	
OHRM will develop the Virtual University communication plan.	Initiated	Ongoing	

Measures

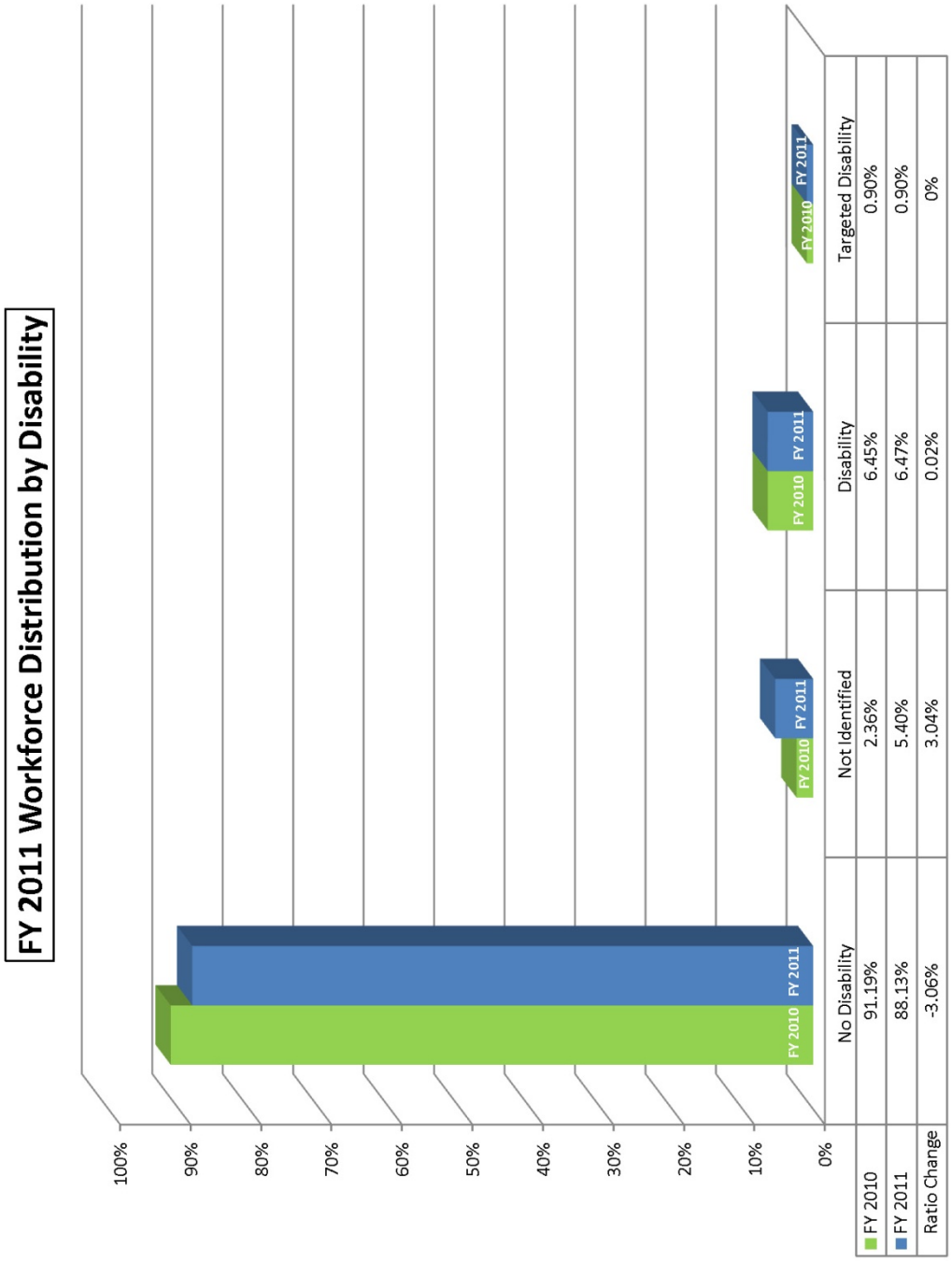
- OHRM, Agencies and Staff Offices will track the participation rate of underrepresented groups with Individual Development Plans monthly through AgLearn (USDA's on-line learning system) and the Virtual University.

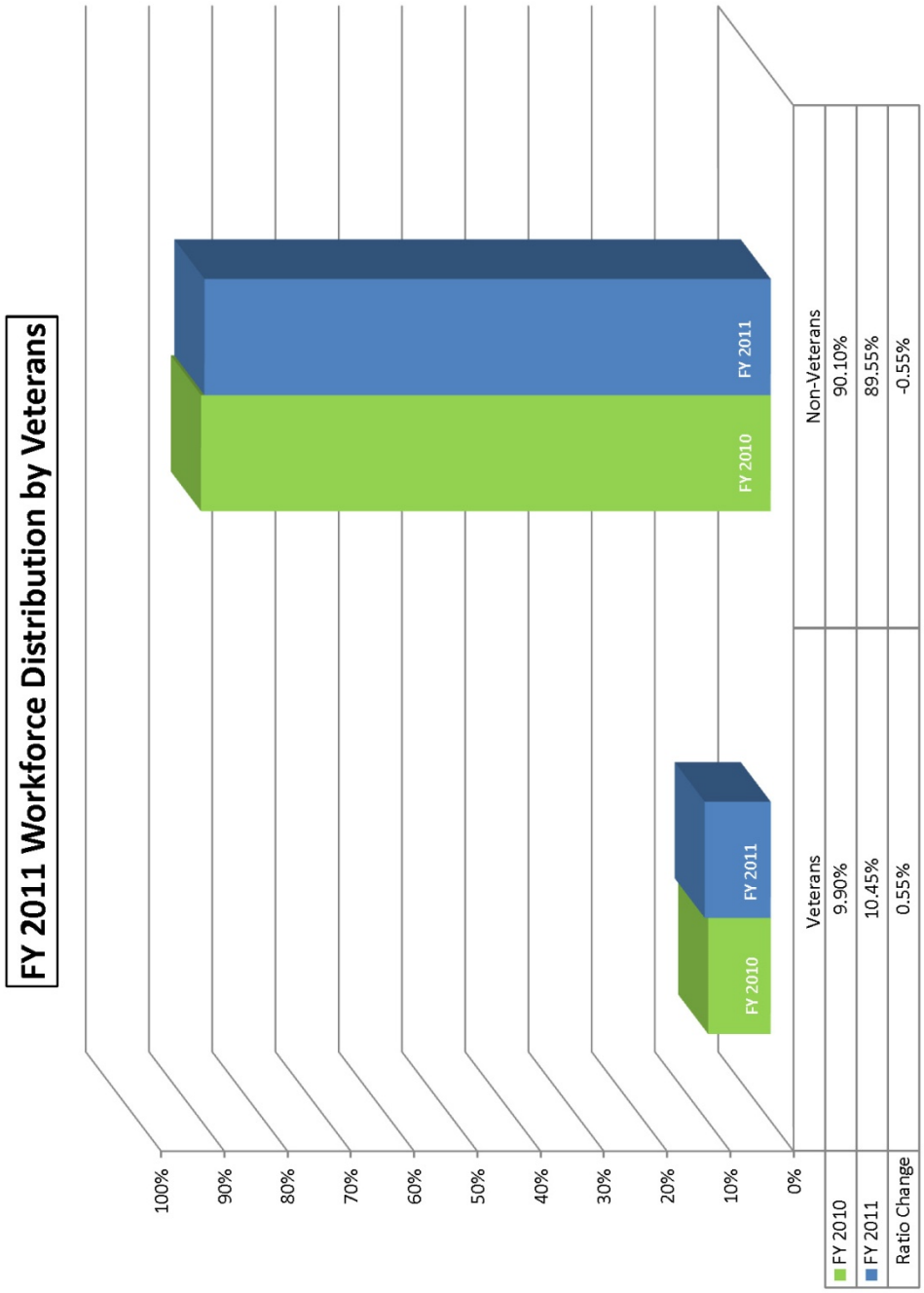
- OHRM, Agencies, and Staff Offices will track the participation rate of underrepresented groups with mentors and coaches monthly through AgLearn and the Virtual University.

- OHRM, Agencies, and Staff Offices will track the participation rate of underrepresented groups who participate in developmental details monthly through the National Finance Center's Reporting Center (NFC).

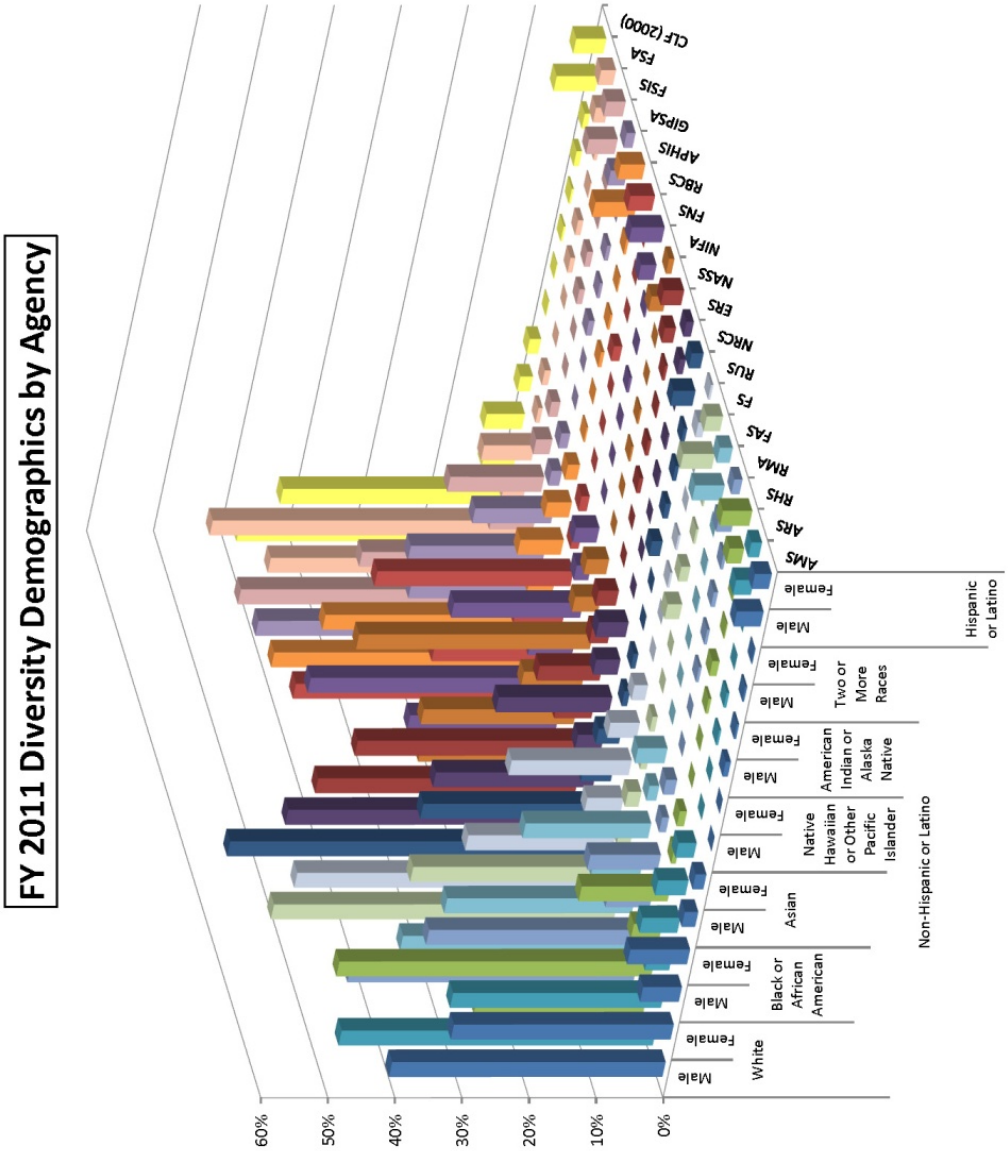


	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		Hispanic or Latino	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Prior FY %	46.22%	31.16%	3.84%	6.93%	1.57%	1.20%	0.11%	0.08%	1.21%	0.87%	0.30%	0.24%	3.67%	2.57%
Current FY %	45.85%	30.86%	3.97%	7.04%	1.63%	1.22%	0.11%	0.08%	1.19%	0.85%	0.39%	0.31%	3.80%	2.66%
CLF (2000) %	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	6.20%	4.50%
Ratio Change %	-0.36%	-0.31%	0.13%	0.11%	0.06%	0.02%	0%	0%	-0.02%	-0.01%	0.08%	0.07%	0.13%	0.09%
Net Change %	-2.63%	-2.82%	1.54%	-0.24%	2.15%	-0.16%	0.84%	1.22%	-3.26%	-3.35%	24.69%	25.87%	1.48%	1.64%


FY 2011 Workforce Distribution by Disability
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
FY 2010
FY 2011
No Disability
Not Identified
Disability
Targeted Disability
FY 2010 91.19% 2.36% 6.45% 0.90%
FY 2011 88.13% 5.40% 6.47% 0.90%
Ratio Change -3.06% 3.04% 0.02% 0%

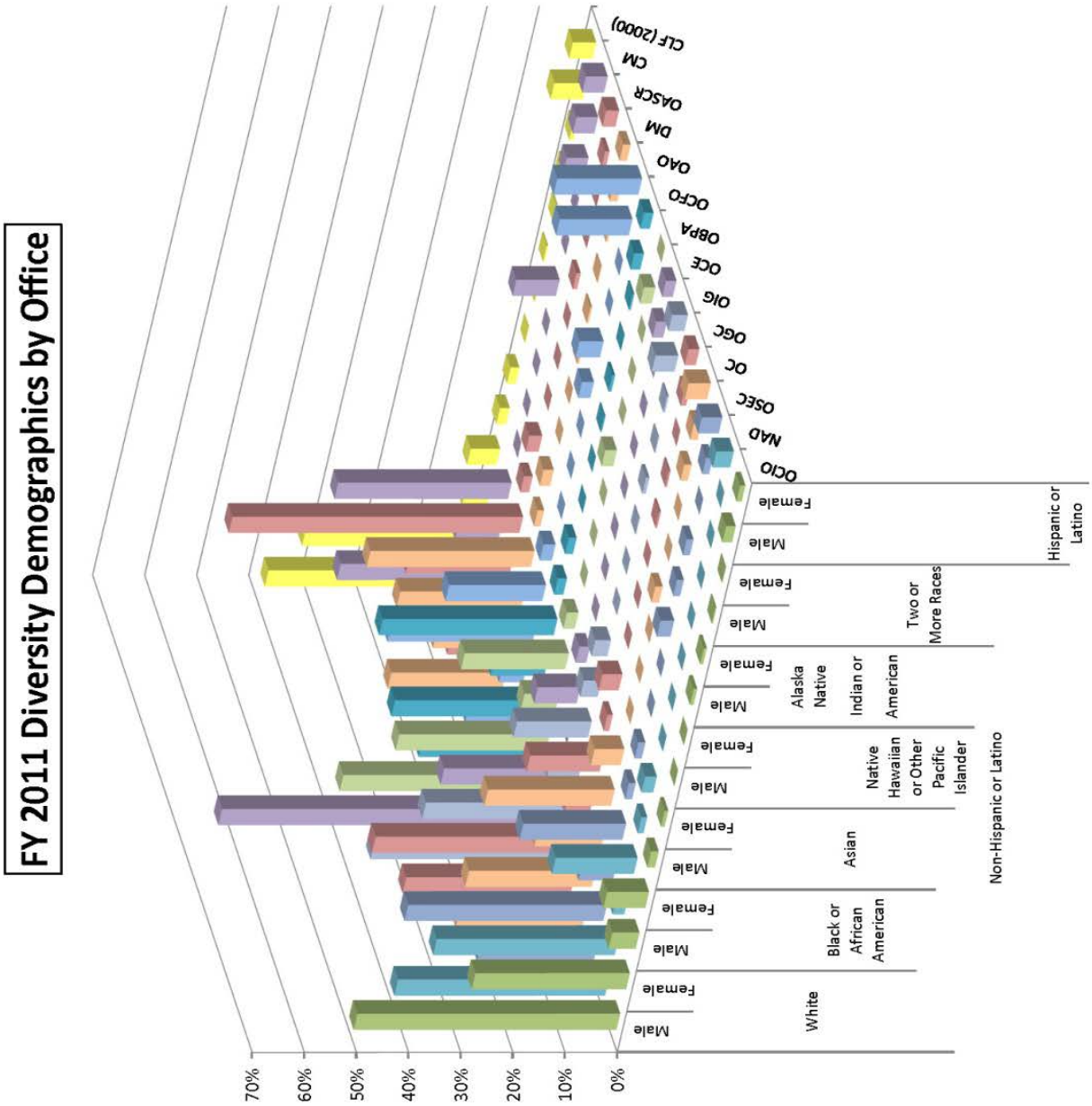


Note: Veterans were identified by veteran status code and veteran preference code.


FY 2011 Diversity Demographics by Agency
60%
50%
40%
30%
20%
10%
0%
Male
Female
White
Male
Female
Black or African American
Male
Female
Asian
Male
Female
Native Hawaiian or Other Pacific Islander
Male
Female
American Indian or Alaska Native
Male
Female
Two or More Races
Male
Female
Hispanic or Latino
Non-Hispanic or Latino
AMS
ARS
RHS
RMA
FAS
FS
RUS
NRCS
ERS
NASS
NIFA
FNS
RBCS
APHIS
GIPSA
FSIS
FSA
CLF (2000)

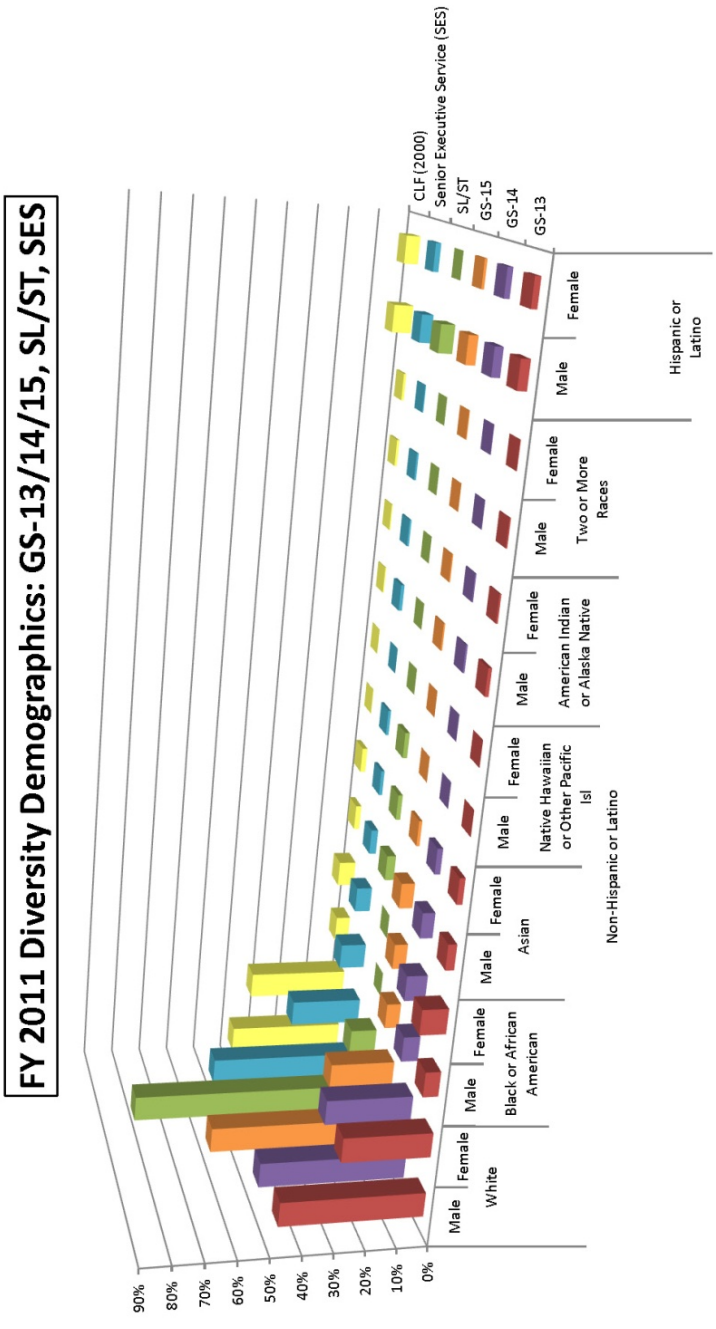
FY 2011 Diversity Demographics by Agency

ORGANIZATIONAL COMPONENT		TOTAL WORKFORCE			RACE/ETHNICITY													
					Non-Hispanic or Latino												Hispanic or Latino	
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
CLF (2000)	%	100%	53.20%	46.80%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	6.20%	4.50%
AGR. MARKETING SERVICE (AMS)	#	2,176	1,168	1,008	888	714	126	194	44	35	0	0	17	7	6	3	87	55
	%	100%	53.68%	46.32%	40.81%	32.81%	5.79%	8.92%	2.02%	1.61%	0%	0%	0.78%	0.32%	0.28%	0.14%	4.00%	2.53%
AGR. RESEARCH SERVICE (ARS)	#	6,652	3,866	2,786	3,120	2,095	240	375	302	180	2	1	21	26	4	2	177	107
	%	100%	58.12%	41.88%	46.90%	31.49%	3.61%	5.64%	4.54%	2.71%	0.03%	0.02%	0.32%	0.39%	0.06%	0.03%	2.66%	1.61%
RURAL HOUSING SERVICE (RHS)	#	5,252	1,732	3,520	1,327	2,468	224	697	36	56	0	4	22	56	9	8	114	230
	%	100%	32.98%	67.02%	25.27%	46.99%	4.27%	13.27%	0.69%	1.07%	0%	0.08%	0.42%	1.07%	0.17%	0.15%	2.17%	4.38%
RISK MANAGEMENT AGENCY (RMA)	#	485	260	225	207	156	32	51	5	8	0	0	2	2	3	2	11	6
	%	100%	53.61%	46.39%	42.68%	32.16%	6.60%	10.52%	1.03%	1.65%	0%	0%	0.41%	0.41%	0.62%	0.41%	2.27%	1.24%
FOREIGN AGR. SERVICE (FAS)	#	614	287	327	205	172	45	115	9	27	0	0	0	1	1	0	27	12
	%	100%	46.74%	53.26%	33.39%	28.01%	7.33%	18.73%	1.47%	4.40%	0%	0%	0%	0.16%	0.16%	0%	4.40%	1.95%
FOREST SERVICE (FS)	#	31,117	19,141	11,976	15,931	9,841	636	624	302	240	0	0	678	422	107	74	1,474	763
	%	100%	61.51%	38.49%	51.20%	31.63%	2.04%	2.01%	0.97%	0.77%	0%	0%	2.18%	1.36%	0.34%	0.24%	4.74%	2.45%
RURAL UTILITIES SERVICE (RUS)	#	296	170	126	137	65	16	53	13	6	0	0	1	1	0	0	3	1
	%	100%	57.43%	42.57%	46.28%	21.96%	5.41%	17.91%	4.39%	2.03%	0%	0%	0.34%	0.34%	0%	0%	1.01%	0.34%
NATURAL RESOURCES CONSV SERVCE (NRCS)	#	11,283	7,398	3,885	6,189	3,071	504	390	93	77	1	2	182	87	60	56	369	201
	%	100%	65.57%	34.43%	54.85%	27.22%	4.47%	3.46%	0.82%	0.68%	0.01%	0.02%	1.61%	0.77%	0.53%	0.50%	3.27%	1.78%
ECONOMIC RESEARCH SERVICE (ERS)	#	360	192	168	161	86	14	61	13	16	0	0	0	1	1	0	3	4
	%	100%	53.33%	46.67%	44.72%	23.89%	3.89%	16.94%	3.61%	4.44%	0%	0%	0%	0.28%	0.28%	0%	0.83%	1.11%
NATL AGRL STATISTICS SERVICE (NASS)	#	1,023	507	516	397	349	57	96	28	31	0	0	6	5	2	4	17	31
	%	100%	49.56%	50.44%	38.81%	34.12%	5.57%	9.38%	2.74%	3.03%	0%	0%	0.59%	0.49%	0.20%	0.39%	1.66%	3.03%
NATL INST OF FOOD & AGRICULTR (NIFA)	#	364	137	227	80	83	33	127	14	12	0	0	1	1	0	0	8	3
	%	100%	37.64%	62.36%	21.98%	22.80%	9.07%	34.89%	3.85%	3.30%	0%	0%	0.27%	0.27%	0%	0%	2.20%	0.82%
FOOD AND NUTRITION SERVICE (FNS)	#	1,344	450	894	298	514	88	259	29	47	0	0	2	5	2	3	31	66
	%	100%	33.48%	66.52%	22.17%	38.24%	6.55%	19.27%	2.16%	3.50%	0%	0%	0.15%	0.37%	0.15%	0.22%	2.31%	4.91%
RURAL BUSINESS & COOP DEV SERV (RBCS)	#	82	38	44	31	15	6	24	1	1	0	0	0	1	0	0	0	3
	%	100%	46.34%	53.66%	37.80%	18.29%	7.32%	29.27%	1.22%	1.22%	0%	0%	0%	1.22%	0%	0%	0%	3.66%
ANIMAL/PLANT HEALTH INSP.SERV. (APHIS)	#	6,072	3,289	2,783	2,404	2,013	231	392	221	109	14	4	31	20	11	22	377	222
	%	100%	54.17%	45.83%	39.59%	33.15%	3.80%	6.46%	3.64%	1.80%	0.23%	0.07%	0.51%	0.33%	0.18%	0.36%	6.21%	3.66%
GRAIN INSPECTION, PACKERS AND STOCKYARDS ADM. (GIPSA)	#	689	457	232	279	130	139	81	11	9	0	0	6	3	4	0	17	9
	%	100%	66.33%	33.67%	40.49%	18.87%	20.17%	11.76%	1.60%	1.31%	0%	0%	0.87%	0.44%	0.58%	0%	2.47%	1.31%
FOOD SAFETY & INSPECTION SRV. (FSIS)	#	9,390	5,252	4,138	3,913	2,326	616	1,318	227	127	2	1	79	84	11	14	402	268
	%	100%	55.93%	44.07%	41.67%	24.77%	6.56%	14.04%	2.42%	1.35%	0.02%	0.01%	0.84%	0.89%	0.12%	0.15%	4.28%	2.85%
FARM SERVICE AGENCY (FSA)	#	4,726	2,001	2,725	1,690	2,158	156	357	30	43	0	0	34	38	7	23	84	106
	%	100%	42.34%	57.66%	35.76%	45.66%	3.30%	7.55%	0.63%	0.91%	0%	0%	0.72%	0.80%	0.15%	0.49%	1.78%	2.24%


FY 2011 Diversity Demographics by Office
70%
60%
50%
40%
30%
20%
10%
0%
Male
Female
White
Male
Female
Black or African American
Male
Female
Asian
Male
Female
Native Hawaiian or Other Pacific Islander
Male
Female
Alaska Native Indian or American
Male
Female
Two or More Races
Male
Female
Hispanic or Latino
Non-Hispanic or Latino
OCIO
NAD
OSEC
OC
OGC
OIG
OCE
OBPA
OCFO
OAO
DM
OASCR
CM
CLF (2000)

FY 2011 Diversity Demographics by Office

ORGANIZATIONAL COMPONENT		TOTAL WORKFORCE			RACE/ETHNICITY													
					Non-Hispanic or Latino												Hispanic or Latino	
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
CLF (2000)	%	100%	53.20%	46.80%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	6.20%	4.50%
OFFICE OF CHIEF INFORMATION OFFICER (OCIO)	#	1,019	611	408	514	302	53	82	15	7	0	0	7	6	2	1	19	10
	%	100%	59.96%	40.04%	50.44%	29.64%	5.20%	8.05%	1.47%	0.69%	0%	0%	0.69%	0.59%	0.20%	0.10%	1.86%	0.98%
NATIONAL APPEALS DIVISION (NAD)	#	89	39	50	36	31	2	14	1	2	0	0	0	0	0	0	0	3
	%	100%	43.82%	56.18%	40.45%	34.83%	2.25%	15.73%	1.12%	2.25%	0%	0%	0%	0%	0%	0%	0%	3.37%
OFFICE OF THE SECRETARY (OSEC)	#	76	27	49	17	29	5	15	1	1	0	0	2	1	1	0	1	3
	%	100%	35.53%	64.47%	22.37%	38.16%	6.58%	19.74%	1.32%	1.32%	0%	0%	2.63%	1.32%	1.32%	0%	1.32%	3.95%
OFFICE OF COMMUNICATIONS (OC)	#	70	32	38	17	17	9	17	4	0	0	0	1	0	0	1	1	3
	%	100%	45.71%	54.29%	24.29%	24.29%	12.86%	24.29%	5.71%	0%	0%	0%	1.43%	0%	0%	1.43%	1.43%	4.29%
OFFICE OF THE GENERAL COUNSEL (OGC)	#	285	113	172	92	114	14	40	3	11	0	0	0	1	1	0	3	6
	%	100%	39.65%	60.35%	32.28%	40.00%	4.91%	14.04%	1.05%	3.86%	0%	0%	0%	0.35%	0.35%	0%	1.05%	2.11%
OFFICE OF THE INSPECTOR GENERAL (OIG)	#	593	299	294	215	167	36	85	20	18	0	0	1	4	1	2	26	18
	%	100%	50.42%	49.58%	36.26%	28.16%	6.07%	14.33%	3.37%	3.04%	0%	0%	0.17%	0.67%	0.17%	0.34%	4.38%	3.04%
OFFICE OF THE CHIEF ECONOMIST (OCE)	#	49	33	16	31	11	0	4	1	0	0	0	0	0	0	0	1	1
	%	100%	67.35%	32.65%	63.27%	22.45%	0%	8.16%	2.04%	0%	0%	0%	0%	0%	0%	0%	2.04%	2.04%
OFFICE OF BUDGET & PROGRAM ANALYSIS (OBPA)	#	45	23	22	17	13	3	9	1	0	0	0	1	0	0	0	1	0
	%	100%	51.11%	48.89%	37.78%	28.89%	6.67%	20.00%	2.22%	0%	0%	0%	2.22%	0%	0%	0%	2.22%	0%
OFFICE OF THE CHIEF FINANCIAL OFFICER (OCFO)	#	1,243	431	812	254	342	128	417	22	19	0	0	3	7	1	4	23	23
	%	100%	34.67%	65.33%	20.43%	27.51%	10.30%	33.55%	1.77%	1.53%	0%	0%	0.24%	0.56%	0.08%	0.32%	1.85%	1.85%
OFFICE OF ADVOCACY & OUTREACH (OAO)	#	43	24	19	4	2	12	8	1	0	0	0	1	2	0	0	6	7
	%	100%	55.81%	44.19%	9.30%	4.65%	27.91%	18.60%	2.33%	0%	0%	0%	2.33%	4.65%	0%	0%	13.95%	16.28%
DEPARTMENTAL MANAGEMENT (DM)	#	555	273	282	122	84	133	175	7	11	0	0	2	2	1	2	8	8
	%	100%	49.19%	50.81%	21.98%	15.14%	23.96%	31.53%	1.26%	1.98%	0%	0%	0.36%	0.36%	0.18%	0.36%	1.44%	1.44%
OFFICE OF ASSISTANT SECRETARY FOR CIVIL RIGHTS (OASCR)	#	120	37	83	10	9	24	67	2	3	0	0	0	1	0	0	1	3
	%	100%	30.83%	69.17%	8.33%	7.50%	20.00%	55.83%	1.67%	2.50%	0%	0%	0%	0.83%	0%	0%	0.83%	2.50%
CORRESPONDENCE MANAGEMENT (CM)	#	24	7	17	2	7	2	8	0	0	0	0	2	0	0	1	1	1
	%	100%	29.17%	70.83%	8.33%	29.17%	8.33%	33.33%	0%	0%	0%	0%	8.33%	0%	0%	4.17%	4.17%	4.17%



	Non-Hispanic or Latino												Hispanic or Latino	
	White		Black or African American		Asian		Native Hawaiian or Other Pacific Isl		American Indian or Alaska Native		Two or More Races			
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-13	46.54%	28.61%	4.93%	8.41%	2.78%	1.80%	0.07%	0.03%	1.12%	0.51%	0.38%	0.17%	2.83%	1.80%
GS-14	48.01%	28.32%	5.42%	6.73%	4.04%	1.80%	0.05%	0.05%	0.56%	0.36%	0.17%	0.17%	2.65%	1.68%
GS-15	59.34%	21.25%	4.66%	4.36%	4.40%	1.03%	0.04%	0.00%	0.47%	0.34%	0.09%	0.21%	2.99%	0.81%
SL/ST	80.88%	8.82%	0.00%	0.00%	2.94%	1.47%	1.47%	0.00%	0.00%	0.00%	0.00%	0.00%	4.41%	0.00%
Senior Executive Service (SES)	50.10%	23.80%	8.60%	5.20%	2.30%	1.10%	0.90%	0%	1.10%	0.60%	0.60%	0.30%	3.70%	1.70%
CLF (2000)	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%	6.20%	4.50%

National Employee Organizations

The American Legion (TAL): TAL was chartered and incorporated by Congress in 1919 as a patriotic veterans organization devoted to mutual helpfulness. It is the nation's largest veteran's service organization, committed to mentoring and sponsorship of youth programs in our communities, advocating patriotism and honor, promoting a strong national security, and continued devotion to our fellow service members and veterans.

Asian American Government Executive Network (AAGEN): AAGEN was founded in September 1994, is a 501(c)3 non-profit, non-partisan organization of the highest ranking Asian Pacific American career and appointed executives, foreign service officers, legislative and judiciary members, and military officers in the Federal, state, and local governments. The mission of AAGEN is to promote, expand, and support Asian Pacific American leadership in the Federal, State and Local governments.

The American Association of People with Disabilities (AAPD): AAPD is a 501 non-profit organization in Washington, DC. which advocates for the legal rights of people with disabilities. The AAPD was founded on July 25, 1995 as a result of the organizational planning of Paul Hearne, Senator Bob Dole, John Kemp, Justin Dart, Tony Coelho, Pat Wright, Jim Weisman, Lex Frieden, Sylvia Walker, Paul Marchand, Fred Fay, I. King Jordan, Denise Figueroa, Judi Chamberlin, Bill Demby, Deborah Kaplan, Nancy Bloch, Max Starkloff, Mike Auberger, Neil Jacobson, Ralph Neas, Ron Hartley and others.

Black In Government (BIG): BIG is a national grass roots organization that promotes and supports the well-being, education, and professional development of African Americans in the Federal, State, County and municipal sectors. BIG is a national response to the need for African Americans in public service to organize around issues of mutual concern and to use their collective strength to confront workplace and community problems.

Federal Asian Pacific American Council (FAPAC): FAPAC is an organization that promotes equal opportunity and cultural diversity for APAs within the Federal and District of Columbia governments. FAPAC encourages the participation and advancement of APAs in the Government work force.

Federally Employed Women (FEW): FEW is a private membership organization working as an advocacy group to improve the status of women employed by the Federal government and by the District of Columbia government.

League of United Latin American Citizens (LULAC): LULAC is the largest and oldest Hispanic organization in the United States. LULAC advances the economic condition, educational attainment, political influence, health and civil rights of Hispanic Americans through community-based programs operating at more than 700 LULAC councils nationwide. The organization involves and serves all Hispanic nationality groups.

Lesbian, Gay, Bisexual and Transgender (LGBT): The Community of LGBT Centers exists to support the development of strong, sustainable LGBT community centers and to build a unified center movement.

National Association of Hispanic Federal Executives (NAHFE): NAHFE is an executive leadership Association aiding America in recruiting and developing Hispanic leaders for the Federal public service. In 1980, NAHFE was established to help advocate hiring into the senior policy positions and provide executive leadership career development training.

National Image Inc: IMAGE was originally founded in 1972 to address the needs of Hispanic employees in the Federal government. Later, however, the membership saw a need to expand their activities to serve the needs of Hispanics outside the Federal government. The new organization, National Image, expanded its activities to increase its impact on employment, education and civil rights.

Society of American Indian Government Employees (SAIGE): SAIGE is a national organization that serves the needs of American Indian (AI) and Alaska Native (AN) government employees, SAIGE provides a forum to address the challenges of American Indian Tribes and government work community.

Student Veterans of America (SVA): SVA is a coalition of student veterans groups from college campuses across the United States. Founded in January of 2008, SVA is a 501(c)(3) tax-exempt organizations that works to develop new student groups, coordinate between existing student groups, and advocate on behalf of student veterans at the local, state, and national level.

Minority Serving Institutions and Organization

Asian American and Native American Pacific Islander Serving Institutions (AANAPISI): AANAPISI program provides grants to eligible institutions of higher education to enable them to improve their academic quality, increase their self sufficiency and strengthen their capacity to serve students. To meet the definition of an AANAPISI, an institution must have an enrollment of undergraduate students that is at least ten percent Asian American and Native American Pacific Islander.

The Conference on Asian Pacific American Leadership (CAPAL): CAPAL is a 501(c)(3) charitable and educational organization dedicated to building leadership and public policy knowledge within the Asian Pacific American (APA) community. Its mission is to promote APA interests and success in public service careers, to provide information and education on policy issues affecting the APA community, and to serve the APA community at large.

Hispanic Associations of Colleges and Universities (HACU): HACU represents nearly 450 colleges and universities committed to Hispanic higher education success in the U.S., Puerto Rico, Latin America, Spain and Portugal. Although member institutions in the U.S. represent less than ten percent of all higher education institutions nationwide, together they are home to more than two-thirds of all Hispanic college students. HACU is the only national educational association that represents Hispanic-Serving Institutions (HSIs).

Historically Black Colleges and Universities (HBCUs): HBCUs are institutions of higher education in the U.S. that were established before 1964 with the intention of serving the black community.

Thurgood Marshall College Fund (TMCF): TMCF member universities are a critical source of higher education for African Americans. More than eighty percent of all students enrolled in HBCUs attend TMCF member schools. Many public HBCU graduates have become leaders in the business, government, and entertainment industries. However, few of these achievements would be possible without the support of the TMCF. Ninety percent of all students attending public HBCUs require some form of financial assistance.

The Washington Internships for Native Students (WINS): WINS offers students of sovereign American Indian, Alaska Native, and Native Hawaiian (AI/AN/NH) nations the opportunity to build leadership skills while living, studying, and interning in Washington, DC. Developed in response to the White House Initiative on American Indians and Alaska Natives, this enriching program offers qualified students full scholarships funded by American University and sponsoring organizations. Participating students will gain professional work experience through interning at a Federal agency or private firm, take courses focusing on Native American public policy concerns, and enjoy engaging social and cultural extra-curricular activities.

Land grant institutions are often categorized as 1862, 1890, and 1994 institutions, based on the date of the legislation that designated most of them with land grant status. Of the 106 Land-Grant institutions, all but two (the Community College of Micronesia, and Northern Marianas College) are members of the Association of Public and Land-Grant Universities (APLU) (formerly the National Association of State Universities and Land-Grant Colleges or NASULGC). The 31 tribal colleges of 1994 are represented as a system by the single membership of the American Indian Higher Education Consortium (AIHEC).

1862 Land-Grant Colleges: The Morrill Act of 1862 was also known as the Land Grant College Act. It was a major boost to higher education in America. The grant was originally set up to establish institutions in each state that would educate people in agriculture, home economics, mechanical arts, and other professions that were practical at the time. The land grant act was introduced by Vermont Congressman Justin Morrill. He envisioned the financing of agricultural and mechanical education and wanted to assure that education would be available to those in all social classes. The Morrill Land-Grant Acts are U.S. statutes that allowed for the creation of land-grant colleges, including the Morrill Act of 1862 and the Morrill Act of 1890 (the Agricultural College Act of 1890).

1890 Land-Grant Institutions Grants Programs: The 1890 land-grant institutions are HBUs that were established under the second Morrill Act of 1890. Their programs are intended to strengthen research, extension and teaching in the food and agricultural sciences by building the institutional capacities of the 1890 Institutions, including Tuskegee University.

1994 Land-Grant Institutions: The 1994 Land-Grant Institutions (1994s) are Native American tribally-controlled colleges and universities that were granted land-grant status under an Act of Congress in 1994. The 1994 Land-Grant Institutions have missions to serve their consumers through higher education programs involving teaching, community outreach, and research. The 1994 Land Grant Institutions primarily serve Native American populations that are typically located in remote, underserved communities that lack access to higher education. They take special care to include cultural relevant curriculum and programs in their institutions so that Native American students and communities can take pride in their cultural and historical identity.

Hiring Authorities and Flexibilities

For Veterans

Veterans' Recruitment Authority (VRA): Authority that gives agencies the discretion to appoint eligible veterans to positions in the Federal government without competition. Under this provision, veterans may be appointed to any grade level in the General Schedule through GS-11 or equivalent. Applicants must meet the basic qualifications for the position to be filled.

Veterans Employment Opportunity Act (VEOA): Allows eligible veterans to apply and compete for Federal employment under merit promotion procedures (inside the Federal government) when the agency is recruiting outside of its own workforce. Veteran's preference is not a consideration when selections are made for these appointments.

30 Percent or More Disabled Veterans: Veterans retired from active military service with a 30 percent or more disability, or who receive a service-connected disability rating of 30 percent or more from the Department of Veterans Affairs, may be appointed noncompetitively to a temporary or term appointment. There is no restriction to the grade levels for which a person may be hired into a position under this authority. Applicants must meet all qualifications for the position being filled. The agency may convert the employee, without a break in service, to a career or career-conditional appointment at any time during the employee's temporary or term appointments.

Disabled Veterans Enrolled in VA Training Programs: Disabled veterans eligible for training through the Veteran's Administration's (VA) Vocational Rehabilitation Program may enroll in training or work experience under an agreement between USDA and VA.

For Interns

These authorities also apply to jobs and situations for which it is impractical to rate applicants using competitive procedures. However, under Schedule B authorities applicants must meet the qualification standards for the job. For example, Schedule B includes hiring authorities for the Student Temporary Employment Program (STEP) and the Student Career Experience Program (SCEP). Only students qualify for student programs. The STEP and SCEP authorities under Schedule B will only continue to be available for use until the effective date of OPM's regulations implementing Executive Order 13562 "the Pathways Program."

Appointments to any of the Pathways Programs will be under Schedule D, a new excepted hiring authority established by Executive Order 13562. Appointments to the Recent Graduates or Presidential Management Fellows (PMF) Programs are for two years, unless extended for up to 120 days. Appointment to a Pathways Program confers no right to further Federal employment in either the competitive or excepted service upon the expiration of the appointment. Agencies may exercise

discretion to convert eligible participants noncompetitively to term, career, or career conditional appointments upon completion of requirements to be established by OPM.

OPM is drafting regulations to implement Executive Order 13562 and is authorized to establish a Government-wide cap on the use of the Pathways Programs hiring authorities.

Schedule A for Persons with Disabilities

Appointments of People with Disabilities: These appointments may be made on a temporary, time-limited (more than one year), or permanent basis in the excepted service. An individual may be appointed to any type of position and grade level for which qualified. An applicant must be certified as being disabled and as "job ready" by a licensed medical professional; a state or licensed vocational rehabilitation specialist; or a state or federal agency that provides disability benefits. If the individual is not certified as job ready, an agency may hire the person on a temporary appointment in order to determine job readiness. A person may be converted to a career-conditional or career appointment after successful completion of a minimum of two years of service on the job and demonstrating satisfactory performance.

Direct – Hire Authority

Allows agencies to hire qualified candidates, after public notice has been given, directly into competitive service positions without conducting a formal rating and ranking process. Limited to occupations for which OPM determines there is a severe shortage of candidates or a critical hiring need. The occupations for which OPM has granted a government-wide direct-hire authority include:

- Medical Occupations (i.e. Medical Officer, Diagnostic Radiologic Technologist, Nurse, and Pharmacist);
- Information Technology Management (Information Security), GS-09 and above;
- Veterinary Medical Officers, GS-11 through GS-15;
- Positions involved in Iraqi Reconstruction Efforts that require fluency in Arabic or other related Middle Eastern languages.

Additional Options

Office of Personnel Management's People with Disabilities Shared Register: In support of the Executive Order regarding Federal Employment of People with Disabilities (EO 13548), the OPM, in collaboration with the Chief Human Capital Officer Council has contracted with Bender Consulting Services, Inc. to populate a shared register of individuals with disabilities who have an interest in working for Federal agencies and satisfy the requirements of positions Federal agencies are frequently required to fill. Candidates will be individuals who satisfy the requirements of entry-level positions in contracting, finance/accounting, human resources, information technology, administration, engineering, legal, and any other areas as directed by OPM. Individuals with work experience will also be directed to the register and identified as satisfying the requirements for experienced positions.

Varying Schedules: Varying work schedules such as part-time (which may include job-sharing arrangements), intermittent, and seasonal are viable options to manage a fluctuating and less than full-time workforce. The use of varying work schedules may attract applicants who prefer to work less than full-time.

Re-employing Annuitants: Retired government employees may, under the authority set forth in 5 U.S.C. 8344(i) and 8468(f) be re-employed in certain circumstances. Individual circumstances will dictate whether or not salary offset will apply. Waivers may be granted on a case-by-case basis.

Spouses and Widows/Widowers of Certain Military Members: May be appointed without competition to competitive service permanent, term, or temporary positions. Eligibility includes spouses who relocate with an active duty service member who is issued permanent change of station orders with authorization for dependent travel; spouse of in individual who retired or was discharged or released from active duty in the armed forces and has a disability rating of 100 percent; or the unmarried widow or widower of a member of the armed forces who was killed while on active duty. There is no grade level limit to this authority, but the appointee must meet all qualification requirements. Eligibility is limited for a maximum of two years from the date of the documentation of the qualifying event, and the agencies Interagency Career Transition Assistance Plan employee list must be cleared before an appointment can be made.

Former Peace Corps Staff: Agencies may noncompetitively appoint an individual who has completed at least 36 months of continuous, satisfactory service with the Peace Corps (as a staff member, not volunteer). The individual must have a certification from the Director of the Peace Corps that his/her service was satisfactory, and be appointed by the agency within three years after separation from the Peace Corps.

Former Peace Corps VISTA/Volunteers: Individuals who have satisfactorily served in the Peace Corps as a volunteer may be noncompetitively appointed to the Federal service within a one year period after completing his/her volunteer service. The one year period may be extended up to two more years for limited reasons, such as military service or study in an accredited educational institution.