

**U.S. DEPARTMENT OF JUSTICE
UNITED STATES ATTORNEY'S OFFICE
MIDDLE DISTRICT OF FLORIDA
OPERATIONAL DIVERSITY MANAGEMENT PLAN**

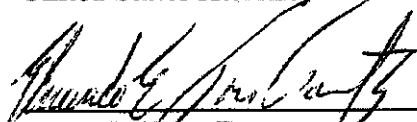
Office: United States Attorney's Office
Middle District of Florida

Date: July 15, 2011

Submitted by:



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United States Attorney**



**Eduardo Toro-Font
Executive Assistant United States Attorney
Diversity Chair**

Point of Contact: Dawn M. McCourt

Category 1: Leadership Commitment and Organizational Infrastructure

Required Core Elements:

- 1) Develop a Diversity Committee Charter or By-Laws. This document should include the following responsibilities of the Committee:
 - Ensure compliance with the core elements of the DOJ Diversity Management Plan and Office Diversity Operational Plan.
 - Identify priorities and measures for demonstrating successful achievement of the Component or Office Diversity Plan goals and objectives.
 - Meet at least twice a year with the Head of Component.
- 2) Provide diversity management training for all supervisors and managers on an annual basis. For those Components or Offices that have not conducted diversity training this calendar year, the Department will soon issue guidance on how to meet this requirement for 2011.
- 3) Upon guidance from the Justice Management Division, incorporate a performance

measure related to diversity and inclusion in SES and supervisor performance work plans. JMD has developed a standard element for SES work plans.

- 4) With input from the Human Resources Unit, conduct an analysis of the Component's or Office's workforce demographic and occupational profile (e.g., by grade, excepted/competitive service, supervisory/non supervisory, attrition, and hires/separations) to determine appropriate areas of focus.

District Plan:

The Middle District of Florida has established a diversity committee which will work to ensure compliance with the core elements outlined in this operational plan. The committee members include:

Eduardo Toro-Font, Chair
Dawn McCourt, Member
Cassandra Mitchell, Member
Marcia Martaus, Member
Madeline Tejera, Member
Tracy Ray, Member

The committee member's will meet to establish the MDFL Diversity Committee By-Laws. In addition, the committee will meet as required to ensure continued compliance with the Department's diversity goals and discuss new initiatives.

Diversity management training was included in a mandatory supervisory human resources training in June 2011. Additional information and guidance will be provided to managers as it is issued by the Department. A workforce demographic and occupational profile analysis was conducted and shared with all managers during the supervisory training.

Category 2: Recruitment and Efforts to Hire Persons with Disabilities, Including Persons With Targeted Disabilities

Required Core Elements:

- 1) Ensure appropriate EEO and HR training is provided for DPOCAs, SPCs, and Disability Program Managers. (*)
- 2) Upon guidance from the Department, utilize Schedule A, Section (u) hiring authority to fill positions with qualified persons with targeted disabilities.
- 3) Conduct or facilitate training for hiring managers on how to recruit, hire, and promote persons with disabilities.
- 4) Include DPOC, SPC, or Disability Program Managers in all aspects of the hiring process. (*)

- 5) Follow established policy and procedures for providing reasonable accommodations and ensuring compliance with Section 508 of the American with Disabilities Act.

(*) Applicable only to those Components with these designated positions.

District Plan:

Upon further guidance from the Department, all managers and Disability Points of Contact will receive appropriate training. The MDFL is in full compliance with Reasonable Accommodation policies and procedures and is committed to ensuring that employees with physical and mental disabilities are given reasonable accommodations that will enable them to perform their jobs. Beyond our legal obligations, we have a strong institutional interest in providing accommodations that will allow our employees with disabilities to continue to contribute at the highest levels to the mission of this agency.

Because of the current hiring freeze, the District is not currently utilizing the Schedule A hiring authority to fill vacant positions.

The MDFL seeks to hire the most qualified attorney and support staff who have demonstrated both the ability and the drive to do work of the highest quality. Once the hiring freeze is lifted, the district intends to utilize the OPM Shared Register of Candidates with Disabilities to broaden the applicant pool.

Category 3: Recruitment

Required Core Elements:

- 1) Create an office recruitment and/or employment web page for inclusion on the office's internet site.
- 2) Utilize established Departmental outreach distribution networks upon consultation with OARM, JMD/EEOS, and/or EOUSA/EEO.
- 3) Assess effectiveness of current recruitment and outreach practices and create plans to refine and expand efforts.
- 4) Upon guidance from JMD, collect and analyze voluntarily submitted applicant demographic data to help determine effectiveness of outreach efforts.

District Plan:

Enhancing diversity is an important function within the management structure of the United States Attorney's Office for the MDFL. It is the policy of the MDFL to provide equal opportunity on the basis of merit and prohibit discrimination. As part of our commitment to strengthen the diversity in the District's attorney work force, all attorney vacancy announcements are posted on the OARM

website. This ensures a broad outreach to minority attorney organizations. In addition, all support staff vacancies are posted on UAJOBS.

The MDFL has an extensive volunteer intern program throughout the year. This program employs up to 30 interns a semester, several of whom are minorities. We solicit applications from more than 180 educational institutions nationwide including several minority law schools.

The District's internet page is currently being redesigned. The District will establish a recruitment and hiring informational page on the new website which will include District vacancy announcements. The District utilizes the Department's outreach distribution network in filling all AUSA vacancies. The effectiveness of the District's AUSA hiring program was recently assessed; and, as a result, a hiring committee was established. The efforts of this new committee resulted in the hiring of two minority AUSAs.

Category 4: Hiring

Required Core Elements:

- 1) Ensure that all hiring is conducted in accordance with EEO principles and legal requirements.
- 2) Facilitate and require training on merit system principles and effective interview practices for all supervisors and individuals participating in the hiring process. Information on training that satisfies this requirement can be obtained via Component Training Office.
- 3) Assess hiring practices and describe plans to refine and expand efforts.

District Plan:

All District recruitment and hiring efforts are in compliance with EEO principles and legal requirements. Training has been provided to MDFL managers on effective interviewing practices. In addition, all supervisors have received the mandatory merit systems principles training. The District's hiring practices were assessed and a hiring committee was established.

District managers utilize the following effective practices in filling vacant positions:

- incorporating diversity of thought, experience, position background, race, gender, age, sexual orientation, etc., through the use of hiring committees, panels and interview teams comprising a broad cross-section of the office;
- determining critical factors for success when developing vacancy announcements;
- ensuring that all vacancy announcements are specific about the competencies required;
- conducting reference checks for applicants;

- developing evaluation forms for interviewers to complete on all applicants; and
- utilizing available technology, such as video teleconferencing, for conducting interviews.

Category 5: Professional Development and Retention

Required Core Elements:

- 1) Assess use of retention tools and strategies and describe plans to refine and expand efforts.
- 2) Ensure that Attorney Skill Development Coordinator works with management in establishing programs that will develop the competencies and talents of the attorney staff. (Applicable only to Components with more than 100 attorneys.)
- 3) Provide performance management training for managers and supervisors as required.
- 4) Provide an orientation program for all new employees.
- 5) Assess current professional development needs and practices and describe plans to refine and expand efforts to ensure that all employees have opportunities to develop their careers.
- 6) Establish robust mentoring programs to support knowledge management and the professional development of all employees, including new supervisors and members of the SES.
- 7) Conduct exit interviews, analyze results, and address areas needing improvement.

District Plan:

The MDFL has never had significant problems retaining a strong workforce. As the budget permits, the District utilizes the Annual Performance Review process as a means of rewarding outstanding employees. The Executive Assistant United States Attorney serves as the District's Attorney Skill Development Coordinator. As a member of the senior management team, he ensures that AUSA training needs are addressed.

Performance management training was recently provided for all managers. All new employees participate in an extensive orientation program. All supervisors are responsible for ensuring their employees' training and developmental needs are addressed.

The MDFL has an attorney Mentoring Program which allows all attorneys to receive appropriate attention and guidance from experienced attorneys. Attorney supervisors are required to closely monitor caseloads and other assignments to ensure that all attorneys are given a fair opportunity to handle assignments of moderate to high complexity. All attorneys are provided with appropriate opportunities to participate in training relevant to the successful performance of their duties.

Category 6: Transparency and Sustainability

Required Core Elements:

- 1) Post the Component's Diversity Management Plan on its intranet site upon final approval by Component Head.
- 2) Communicate diversity efforts regularly to employees through e-mail, memoranda, and video links.
- 3) Provide a link to the Department's Diversity webpage on the Office's Intranet-site.

District Plan:

The Human Resources Officer is working with the Systems Manager in establishing an intranet page devoted to communicating the District's diversity efforts to all employees. The MDFL Diversity Plan and a link to the Department's Diversity website will be included on this page.