

**Operational Diversity Management Plan
United States Attorney's Office
District of Vermont
July 2011**

Leadership Commitment and Organizational Infrastructure

Diversity Committee

The USAO-VT has established a diversity committee, title USAO-VT Diversity Committee (hereinafter "the Diversity Committee") comprised of four members: Civil Chief Carol Shea, Administrative Officer (AO) Lisa Graves, Criminal AUSA Christina Nolan, and Civil AUSA James Gelber. The Committee has also developed a By-Laws, which are attached.

Our Disability Point of Contact for Attorney Hiring is AO Lisa J.Graves.

Diversity Management Training

The USAO will provide diversity management training for all supervisors and managers on an annual basis once we receive guidance from the Department on how to meet this requirement.

Performance Measures in Supervisor PWP's

The USAO will include a performance measure related to diversity in all supervisor performance work plans upon receipt of the Justice Management Division model, which we understand to be under development.

Workforce Demographic and Occupational Profile

Our excepted workforce consists of 20 AUSAs, the U.S. Attorney and generally, two summer law interns. Of the AUSA group, we have three attorney managers, two male and one female. The remaining 17 AUSAs consist of seven females and ten males. None of these individuals appear to have visual, hearing or mobility impairments. Over the last 10 years, 8 male attorneys and 2 female attorneys have departed the office for various reasons, including entering private practice, buyouts, and appointment to the state or federal bench.

Our competitive workforce FTE consists of a receptionist/secretary and four legal assistants at GS-7, two legal assistants at GS-8, a secretary at GS-8, a paralegal in a GS-9/11, two paralegals at GS-11, two paralegals at GS-12, an administrative services specialist, budget officer and litigation support specialist at GS-12, a health care fraud investigator, victim/witness

coordinator, law enforcement coordinator, an intelligence research specialist, an information technology specialist and our Administrative Officer at GS-13. Of our competitive workforce, four are male and sixteen are female. None of these individuals appear to have visual, hearing or mobility impairments. Over the last ten years, 10 female support staff have departed the office for a variety of reasons.

We currently have diversity within the office in several areas: gender, age, and sexual orientation. Areas where we do not have diversity and where we will focus our efforts are racial, ethnic, and disability diversity.

Recruitment and Efforts to Hire Persons with Disabilities

Vacancy Postings

The USAO will continue to post all excepted service attorney positions on OARM's website, and post all excepted and competitive service positions on the USAO-VT website.

The USAO will continue to post all competitive service positions on USAJOBS.

Regarding excepted service positions, the USAO will comply with USAP 3-4.213.006. In accordance with the Attorney General's Diversity Management Plan for the Department of Justice dated April 30, 2010, we will post all vacancies for excepted service on USAJOBS.

Hiring Process

The USAO will post a description of the USAO-VT attorney hiring process on the office intranet site.

The USAO will include the Disability Point of Contact (AO Lisa Graves) in all aspects of the hiring process. The DPOC will receive annual EEO and/or HR training. As part of its diversity management training for all supervisors and managers, the USAO will include training on recruiting, hiring and promoting persons with disabilities.

At the outset of each recruitment effort, the DPOC shall make reasonable efforts to consult with the Diversity Committee to ensure as broad an outreach as possible to diverse communities.

Before interviewing candidates for positions in the office, each member of the hiring committee will be provided with EOUSA's September 1997 Memorandum Conducting Interviews of Applicants, which includes a list of inappropriate questions and appropriate questions to help the interviewer avoid asking inappropriate questions.

The USAO will ensure that hiring committee members are aware that any questions from applicants concerning disability or accommodation should be directed to our Administrative Officer, who is our Disability Point of Contact. The Civil Chief also serves as an advisor on these issues. Both the AO and the Civil Chief have knowledge of the requirements of the Rehabilitation Act and are familiar with the USAP document titled Interviewing Handbook for Supervisors.

The USAO will continue to use video-conferencing technology for interviewing candidates who are unable to travel to our office for an interview. This is available for persons with mobility impairments.

With each recruitment effort the USAO will strive to include a diverse hiring/interview panel.

The USAO will continue to provide information concerning DOJ employee organizations in the orientation materials for attorneys and staff, which are on our office intranet site.

Recruitment

Vacancy Postings

In developing vacancy announcements, the Administrative Officer consults with the appropriate Division Chief to identify critical factors for success and crafts announcements based on those factors.

The USAO has created an employment web page, which is linked to the office's internet site. In addition, the USAO uses DOJ websites as well as its own intranet site to communicate information about available jobs and career opportunities.

Outreach

The AO shall make reasonable efforts to consult with the USAO-VT Diversity Committee to ensure as broad an outreach as possible to diverse communities. The AO will use departmental outreach distribution networks identified by OARM, JMD and/or EEO, as appropriate for any given recruitment.

The USAO will continue to explore new initiatives to support the development of a diverse workforce, including greater outreach in our attorney recruitment practices. In particular, we will contact minority organizations at ABA-accredited law schools and minority bar

associations (or minority/diversity committees of general state bar associations) to make them aware of openings in our office and to encourage members of their constituent groups to apply. When the budget allows, we will send an AUSA to attend career fairs for minority constituent groups.

To broaden its outreach efforts, the USAO will evaluate demographic data on its applicants when that information is made available.

Internal Evaluation

The Diversity Committee meets quarterly—at its quarterly meetings, the Diversity Committee will assess the outcomes of any recruitment efforts conducted in the prior three months. The assessment will include whether different or additional outreach efforts would be appropriate for future recruitment to ensure opportunities to diversify the workplace.

Hiring

Training

The USAO ensures compliance with EEO principles and legal requirements by regularly consulting with the Administrative Officer, who is also the office's Human Resources specialist, in all hiring decisions. In addition, the Civil Chief, who has considerable experience in employment litigation, is regularly consulted on hiring and other employment related matters.

The USAO plans to implement training on merit system principles and effective interview practices for all employees involved in the hiring process. The USAO Diversity Committee will conduct this training and/or notify employees of JustLearn options.

Hiring Process

A written summary of the Attorney Hiring Process will be available on the USAO's intranet website.

The USAO will make reasonable efforts to include a member of the Diversity Committee on every Hiring Committee; in the alternative, a member of the Diversity Committee will be available to consult and meet with the Hiring Committee to discuss priorities and efforts to achieve greater diversity in the workplace.

When scheduling interviews with potential candidates, video teleconferencing is offered for candidates who are located outside the local area.

Internal Evaluation

The Diversity Committee meets quarterly—at its quarterly meetings, the Diversity Committee will assess the overall hiring process used in the prior three months to determine whether additional or different processes should be implemented to ensure the creation of opportunities to diversify the workplace.

The Diversity Committee plans to develop an evaluation form for each interviewer to complete for each applicant interviewed.

Professional Development and Retention

The USAO informally assesses the use of retention tools and strategies to retain high functioning employees.

The USAO has developed and regularly uses orientation programs for attorneys and staff. The USAO will continue to assess and refine these programs.

The USAO will continue to encourage its managers and supervisors to attend performance management training courses offered at the NAC or via JustLearn and JTN.

The USAO management team will continue to regularly assess the professional development needs and practices of its attorneys and staff, as well as continue to encourage career development for all of its employees. In addition, the Criminal and Civil Chiefs and the Administrative Officer will continue to periodically conduct informal progress reviews to discuss performance goals, accomplishments and developmental opportunities.

The USAO will continue to employ its mentoring program for all new AUSAs, which includes assigning a senior AUSA as a mentor for each new hire. Paralegals and senior support staff will continue to mentor new support staff employees.

The USAO will make every effort to conduct exit interviews, and to analyze information provided by departing employees with a focus on addressing areas that need improvement in office recruitment, hiring and retention.

Transparency and Sustainability

The USAO will post its Operational Diversity Management Plan on its intranet site upon final approval by the US Attorney.

The USAO will continue to communicate diversity efforts to its employees through email, memoranda and video links as well as providing a link to DOJ's Diversity webpage on the USAO intranet site.