

APPENDIX C

HANDOUTS

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Refer to the following website for most current version:

www.nifc.gov/hrsp/

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HUMAN RESOURCE SPECIALIST (HRSP) FACT SHEET

04/08

The role of the Human Resource Specialist (HRSP) is to assist Incident Personnel and Incident Management with human resource, civil rights, and inappropriate behavior concerns. Duties are normally performed in a base camp environment, but may occasionally involve tours of the fire line, spike camps and staging (R&R) facilities.

The duties of an HRSP include:

1. Provide a point of contact for Incident Personnel to discuss human resource and civil rights concerns.
2. Keep Incident Management informed of concerns and possible resolutions of potential base camp issues that could lead to a hostile work environment.
3. Participate in daily briefings and planning meetings to provide appropriate human resource and civil rights information.
4. Prepare/Submit human resource messages to the daily Incident Action Plan (IAP), and post on incident bulletin boards.
5. Conduct fact finding and provide documentation to appropriate home unit official for unresolved issues.
6. As requested by Incident Personnel, provide referral information to appropriate resource (i.e. NFFE, EEO Counselors etc.)
7. Make a concerted effort to resolve issues informally, quickly, legally, and at the lowest impacted level before the parties involved leave the incident.
8. Assist/Facilitate appropriate Critical Incident Stress Defusing/Debriefing/Management procedures with IMT and CISM Team.

The camp monitoring by the HRSP is to ensure a healthy/positive work environment, supportive of cultural diversity. To accomplish this, the HRSP must “listen” and “observe” Incident activities. The HRSP serves as the eyes and ears for the IC. The purpose of the HRSP is **NOT TO SOLICIT BUSINESS**, but to be prepared to deal with any problem/issue as soon as possible and take necessary action to resolve the issue at the lowest possible level. To be effective, an HRSP should walk the camp/area and be **highly visible**. Conducting awareness sessions to crews, etc. as needed is also effective. Videos or handouts during these sessions can be appropriate.

The HRSP establishes and maintains effective working relationships with agency representatives, liaisons, and other personnel at the Incident. *(Suggest making contact with the medical unit, law enforcement officers, and the IARR to establish rapport and check for “patterns” regarding camp behaviors.* This will provide opportunities to be proactive in problem resolution. **Again, the HRSP is a “neutral party” and not a solicitor of issues/problems.**

The HRSP refers complaints about pay, food, sleeping area, transportation, shift changes, etc. to the appropriate Incident staff, unless these complaints have civil rights and/or human resource implications. This is often a gray area and sometimes conflicts over pay, food, etc. may be symptoms of a larger issue. Therefore it is necessary for the HRSP to get initial facts regarding the complaint, and have an understanding of the “real” issue.

The HRSP receives and verifies reports of **inappropriate behavior** that occur at the Incident. Immediate action must be taken to correct such situations/conditions. Such action must go through **appropriate lines of authority.**

The HRSP makes a concerted effort to resolve issues informally **before** the parties involved leave the Incident. Not only **informally,** but **quickly, legally, and at the lowest impacted level.** The HRSP provides referral information to the appropriate home unit official on unresolved issues. **Documentation** of facts regarding all issues is critical!

The HRSP either attends the close out IMT/host agency meeting, or submits a written summary report.

Questions regarding any of the HRSP duties/responsibilities should be referred to Geographic Area Program Coordinators, or Jan Everett, National Program Manager of the Human Resource Specialist Program, telephone (406) 329-4938 or 544-1665 email: jeverett/r1@fs.fed.us. Address: USDA Forest Service, Aerial Fire Depot, 5765 West Broadway, Missoula, MT 59808.

HRSP GEOGRAPHIC AREA COORDINATORS

NATIONAL COORDINATOR

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THE HRSP ON ALL-HAZARD ASSIGNMENTS

12/05

Why HRSP's are needed on All-Hazard Assignments:

All hazard assignments present the IMT with human resource issues expected on large incidents. Many of the "normal" human resource issues are more challenging to resolve due to the intense and unique conditions associated with the incident.

Just as in fire assignments, the HRSP's role remains the same. Although the IMT's mission and assigned workforce may be different, the HRSP provides education, prevention and early resolution of human resource-related problems.

The Role of the HRSP on All-Hazard Assignment:

- The HRSP provides direct support to the IMT and to those under the jurisdiction of the IC. Personnel of other agencies, organizations, and contractors usually fall under their own jurisdiction and rules of conduct. Their rules of conduct and expectations of behavior may differ. The HRSP should address concerns about inappropriate behavior of other personnel through proper channels including coordination with the IC.
- Emphasis needs to be placed on delivering the Mutual Respect message, standards of conduct and appropriate behavior expectations due to the variety of assigned personnel.
- HRSP's may be asked to assist in functions outside their normal duties and that are within their capabilities.
- HRSP's can assist in resolving conflicts between IMT personnel and those of other agencies and organizations.
- Emphasis should be placed on liaison role with EAP's or CISM providers due to fatalities, catastrophic damages, etc.

Key Pointers for HRSP's on All-Hazard Assignments:

- HRSP's need to be very flexible.
- HRSP's should meet with the IC to clarify expectations for the HRSP, especially in regard to relations with other agencies and organizations. Discussion may include a strategy to encourage all agencies and organizations to adopt, publicize and promote appropriate behavior standards.

- HRSP's should become generally familiar with the mission, function, and personnel of the agencies, organizations, and contractors being supported by the IMT, as well as aware of any unique human resource-related rules and policies.
- HRSP's should assess and recommend, when appropriate, that the IMT order qualified resources to perform necessary stress management services, including CISD and grief counseling, for incident personnel. The HRSP also may recommend to heads of the other entities that they consider obtaining similar services for their personnel.
- HRSP's assigned to all-hazard incidents occasionally have been asked to perform duties outside the traditional role, such as grief counseling of evacuees. Based on the title of the HRSP position, there may be an erroneous assumption by some incident personnel that the HRSP is qualified to serve as a mental health professional. However, until qualified professional services are in place, the HRSP can serve as a good listener and/or provide a CISM defusing.
- The nature and location of recent all-hazard assignments exposed many incident personnel to conditions much more extreme than they usually encounter on a typical fire assignment. Conditions may include:
 - Extremely uncomfortable living conditions and lack of amenities that personnel are accustomed to on fire assignments. This affects the moods and attitudes of incident personnel which may result in shorter tempers and the potential for more interpersonal conflicts.
 - Exposure to local cultures that vary significantly from what most incident personnel are accustomed to.
 - Exposure to situations involving the seriously injured or sick, extremely distraught people, and in some cases human corpses. It is important that HRSP's be observant of the emotional health of incident personnel. As stated above, it is also important that requests are made for appropriate mental health professionals.
- An HRSP may be assigned to Area Command and would be available to provide additional assistance to field HRSP's and IMT's.



Forest
Service

Washington
Office

1400 Independence Avenue, SW
Washington, DC 20250

File Code: 1700

Date: August 27, 2009

Route To:

Subject: Forest Service Civil Rights Policy Statement

To: All Employees

I am committed to making the Forest Service a model employer of choice with a skilled, diverse, and inclusive workforce. I fully support a work environment where all employees and customers are free from discrimination or reprisal based on race, color, national origin, sex, religion, age, disability, sexual orientation, marital or familial status, political beliefs, parental status, receipt of public assistance, or protected genetic information. Inappropriate behavior of any nature within the Forest Service will not be tolerated. Supervisors and managers are expected to take the necessary actions to address all allegations of inappropriate behavior.

In order to be an employer of choice, we must continue to build on the foundation to hire, develop and retain a diverse workforce that reflects the customers we serve. Each Forest Service employee has an important role in ensuring that our programs are open and accessible to all clients in accordance with the goals of the program and for maintaining a positive and equitable environment. We are all responsible to recruit and retain people who are traditionally underrepresented in our programs and employee groups. When we are open to a diversity of ideas, cultures, experiences and backgrounds, we become a more effective organization as a whole. Not only are our lives enriched, but we also build healthier communities for learning within the work environment.

Every employee has the right to a work environment that is free from discrimination, harassment, and reprisal. I encourage all employees to seek early resolution of potential work environment issues and obtain advice and counsel through Equal Employment Opportunity Counselors, the Office of Conflict Management and Prevention Staff, the Human Capital Management Staff, and/or their local Civil Rights Director.

To build a lasting foundation for success in the Forest Service, we must continue to address the interest and needs of our employees as well as our customers. I intend to increase the Forest Service's efforts to develop and retain a diverse workforce that is proud to support our mission.

/s/ Thomas L. Tidwell
THOMAS L. TIDWELL
Chief

UNITED STATES DEPARTMENT OF THE INTERIOR
BUREAU OF LAND MANAGEMENT
WASHINGTON, D.C. 20240-0036
<http://www.blm.gov/>

June 4, 2010

In Reply Refer To:
1400-713 (720) I

EMS TRANSMISSION 06/17/2010
Information Bulletin No. 2010-083

To: All Employees

From: Director

Subject: Policies on Equal Opportunity/Affirmative Employment and the Prevention of Harassment
(sexual and non-sexual)

The Department of Interior (DOI) is committed to zero tolerance for harassment on the basis of race, color, national origin, religion, sex, disability, age (40 and over), sexual orientation or any other protected activity. The Bureau of Land Management (BLM) reflects the Department's commitment to providing a professional work environment free of discrimination and harassment in all activities and operations. This policy not only prohibits illegal conduct by managers, supervisors and employees, it also prohibits disrespectful behaviors and decisions that could contribute to a discriminatory or hostile work environment.

In general, harassment means persistent and unwelcome conduct or actions that prohibit an employee from performing their assigned duties. Harassment on any basis exists whenever:

- (a) Submission to harassing conduct is made, either explicitly or implicitly, a term or condition of an individual's employment;
- (b) Submission to, or rejection of such conduct is used as the basis for an employment decision affecting an individual;
- (c) The conduct interferes with an employee's work or creates an intimidating, hostile or offensive work environment.

The BLM's Office of Civil Rights and Equal Employment Opportunity (OCR/EEO) is a strong and necessary resource of advice and expertise in fostering the best possible work environment. Employees are encouraged to seek their advice and counsel whenever necessary. State Directors Center Directors, Assistant Directors, managers and supervisors at every level will be held accountable for ensuring a harassment and hostile free work environment. Equally, employees who encounter or witness behavior that may be considered harassment or discriminatory are responsible for reporting such behavior to management or OCR/EEO with the Bureau's assurance that the law shields them from reprisal/retaliation.

Incidents that are reported will be investigated promptly, thoroughly, and impartially; management will take timely and appropriate action; and the conduct will be addressed before it becomes severe or pervasive. State Directors, Center Directors, Assistant Directors, managers, supervisors and employees will continue to receive training to enable them to identify all forms of harassment (to include sexual harassment), to prevent harassment and to handle their responsibility to promptly report and/or deal with incidents of harassment should they occur.

All of the BLM's programs and activities are crucial to our mission from educating our Nation's youth to remedying and deterring unlawful employment discrimination. I am committed to ensuring zero tolerance of discrimination, 100 percent equal employment access and opportunity in an inclusive workplace.

Signed by:
Mike Pool
Acting, Director

Authenticated by:
Robert M. Williams
Division of IRM Governance, WO-560

1 Attachment

[1 - Equal Opportunity/Affirmative Employment Policy Statement \(1 p\)](#)



File Code: 1700/5100/5700
Route To: (1700), (5100)

Date: December 19, 2008

Subject: Positive Work Environment - Reminder to Fireline and other Fire Personnel

To: Regional Foresters, Station Directors, Area Director, IITF Director, Deputy Chiefs and WO Chief Staff Directors

Every employee in the Forest Service while at “normal” work or on an emergency incident – has the right to reasonable accommodations and to work in an environment free of discrimination and harassment. Every employee also will be treated with respect. This is also true for Contractors and Administratively Determined (AD) employees.

Sexual harassment is illegal because it constitutes discrimination and discrimination is illegal. Sexual harassment is any unwelcome sexual advance, request for sexual favors, or other verbal, nonverbal, or physical conduct of a sexual nature where such conduct has the purpose or effect of creating an intimidating, hostile, or offensive work environment, or unreasonably interferes with the individual’s work performance.

All line officers, their staffs and those delegated to act for line officers, such as incident personnel, should take the necessary actions to ensure that allegations of sexual harassment are addressed quickly and effectively. Employees engaged in sexual harassment or supervisors and managers who tolerate such behavior and fail to take appropriate actions will be subject to disciplinary actions including demotion, suspension, and/or removal.

Disability and reasonable accommodations are also important considerations for emergency incidents. Reasonable Accommodation regulations require that supervisors and employees with disabilities enter into an interactive process. Incident management personnel should NOT make assumptions about what an individual with a disability may or may not need in their work environment.

When accessibility needs and requirements are identified by an employee, we must provide the necessary accommodations when the incident location will lend itself to accessible opportunities. We must also look at whether or not that accommodation allows them to do the job needed on the incident. We are to ensure the highest level of accessibility at incident facilities while continuing to hold safety as our primary focus for all employees. The need for accommodation is not a basis for denying an incident assignment. For more information, refer to “Access Guide for Incident Facilities,” a USDA Forest Service publication from the San Dimas Technology and Developmental Center.

Distribute this reminder widely. Let us continue to strive for a positive work environment with accessible opportunities and free from discrimination and harassment.

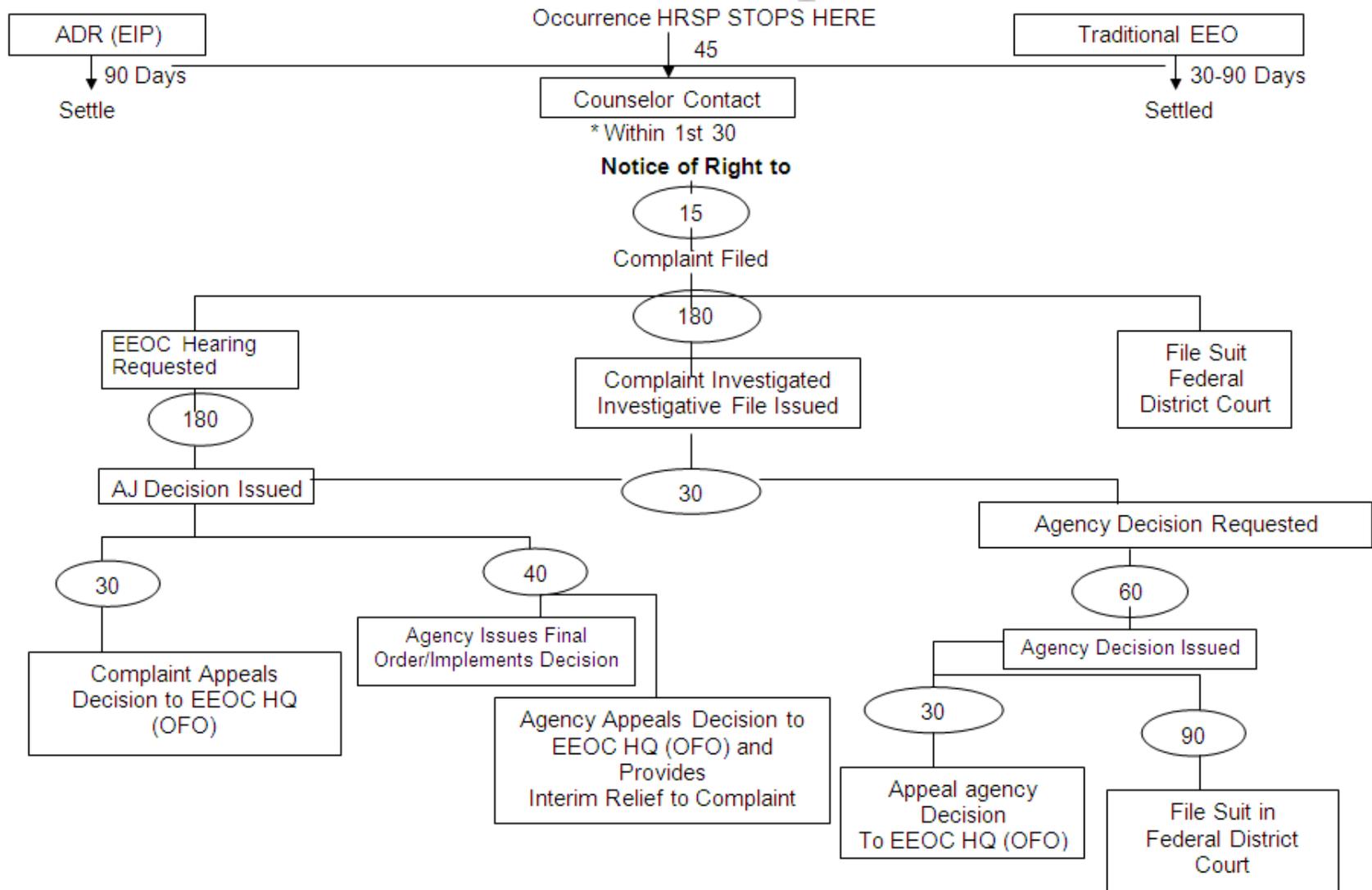
/s/ Robin L. Thompson (for)

JAMES E. HUBBARD

Deputy Chief, State and Private Forestry



Individual EEO Complaint Process



* If agency doesn't implement or appeal the decision, it becomes final, and is enforceable by EEOC

Forest Service EEO Counselor Listing
March 26, 2010

Assistant Director, Complaints Management Branch

Washington Office – Civil Rights

201 14th Street, SW

Washington, DC 20024

Debbie Lombardino, Assistant Director	202-205-0083
Vacant, Formal Complaints Branch Chief	
Sean L. Boe, EEO Assistant	202-205-1233
Fax Number	202-401-6205

Informal Complaints Management Branch

1720 Peachtree Road NW

Atlanta, GA 30309

To file an EEO Complaint	404-347-1908
Vacant, Informal Complaint Branch Chief	
Claudian Forte, EEO Counselor	404-347-0139
Bertha Cooper-Thirkill, EEO Counselor	404-347-1911
Cathy Fowler-Johnson, EEO Counselor	404-347-0145
Vacant, EEO Counselor	
Lynda Rogers, EEO Assistant	404-347-1910
Fax Number	404-347-1931

1323 Club Drive

Vallejo, CA 94592

Joel Benavides, EEO Counselor	707-562-8654
Vacant, EEO Assistant	
Fax Number	707-562-8656

10600 NE 51st Circle

Vancouver, WA 98682

Dan Haase, EEO Counselor	360-891-5191
Fax Number	360-891-5195

EQUAL EMPLOYMENT OPPORTUNITY IS THE LAW

Who May File a Complaint:

■ Employees, former employees, or applicants for employment have a right to file an EEO complaint under various Federal laws, if they believe they have been discriminated against on the basis of:

- Protected Genetic Information
- Retaliation for EEO activity
- Sexual Orientation
- Political Affiliation
- Marital Status
- Status as a Parent
- Race
- Color
- Religion
- Sex
- National Origin
- Age (40+)
- Disability

When to File a Complaint:

■ Within 45 calendar days of the date of the matter alleged to be discriminatory or, in the case of a personnel action, within 45 days of the effective date of the action.

How to File a Complaint:

■ Contact your Agency's Civil Rights Office or an EEO Counselor.

■ Information on how to file an EEO complaint or to identify an EEO Counselor can be found on the Office of Civil Rights Website: www.usda.gov/cr or (202) 720-7467 or (202) 720-6382 TTY.

Persons with disabilities who require alternative means of communication (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at (202) 720-2600 (Voice/TTY).



United States Department of Agriculture
USDA is an equal opportunity employer

AD-1181 September 2003

2010 Bureau of Land Management Office of Civil Rights Managers and Specialist

Alaska	EEO Mgr	Elise White	Office: (907) 271-3685	222 West 7 th Ave. suite 13 Anchorage, AK 99513
	Comp Mgr	Reneiase Bagsby	(907) 271-3311 Fax: (907) 271-4573	
Alaska Fire Service	Specialist	Robert Palos	Office: (907) 356-5508 Fax: (907) 356-5517	1541 Gaffney Road PO Box 35005 Ft. Wainwright, AK 99703
Arizona	Acting Mgr Specialist	Sandra Martinez Lillian Robinson	Office: (602) 417-9218 (602) 417-9645 Fax: (602) 417-9418	222 N. Central Ave. # 101 Phoenix, AZ 85004
California	EEO Mgr EO Spec. EO Spec. Asst.	Deena Wilson Cynthia Ice-Bones Joyce Gipson-Taylor Christina Fargo	Office: (916) 978-4492 (916) 978-4493 (916)978-4494 (916) 978-4490 Fax: (916) 978-4498	2800 Cottage Way #1834 Sacramento, CA 95825
Colorado and the NOC	EEO Mgr Specialist Comp Mgr Specialist	Enrico David Rosene Vigil Sandy Romero Cheryl Hodges	Office: (303) 239-3616 (303) 236-3661 (303) 236-6467 (303) 236-0697 Fax: (303) 202-2674	2850 Youngfield St Lakewood, CO 80215
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Montana	EEO Mgr	Sara Romero-Minkoff	Office: (406) 896-5180 Fax: (406) 896-5282	5001 Southgate Dr. P.O. Box 36800 Billings, MT 59107
Nevada	EEO Mgr Specialist	DeAnna Garrett Cris Stemler-Ross	Office: (775) 861-6584 (775) 861-6510 Fax: (775) 861-6462	1340 Financial Blvd. P.O. Box 12000 Reno, NV 89520-0006
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Wyoming	EEO Mgr Specialist	Michael Lucero Donna Shaffer	Office: (307) 775-6010 Fax: (307) 775-6023	5353 Yellowstone Road Cheyenne, WY 82009
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USDA FOREST SERVICE
NOTICE OF COMPLAINANT'S RIGHTS AND RESPONSIBILITIES

The USDA Forest Service Informal Employment Discrimination Complaint Processing procedure covers individual and class complaints of discrimination based on the following prohibited factors: race, color, religion, sex (including sexual harassment), national origin, reprisal for previous EEO related activity, age, physical and/or mental disability. (Marital or familial status, sexual orientation, parental status, political status and genetic information are only addressed through the **formal** process by the Department.)

Sex-based wage discrimination is prohibited under the Fair Labor Standards Act of 1938, as amended (Equal Pay Act of 1963) (EPA).

Age discrimination is prohibited only if the complainant is at least 40 years old or older (Age Discrimination in Employment Act (ADEA) as amended).

A person with a **disability** is one who has a physical and/or mental impairment which substantially limits one or more major life activities, has a record of impairment, or is regarded as having such an impairment (Title VII of Civil Rights Acts of 1964, as amended (Title VII)).

Complaints based on **political belief, sexual orientation, marital status, familial status, parental status and genetic information** are only addressed through the **formal process** by the Department. These bases are **not covered** under Title VII and are not appealable to the EEOC or any other non-USDA agency or department (US Department of Agriculture, Departmental Regulation 4300-7, March 3, 1999). The EEOC does not have jurisdiction over claims of **sexual orientation** discrimination. Federal agencies are barred from discriminating on this basis under Executive Order 11478, as amended.

Any employee or applicant for employment may file an EEO complaint. Initial contact with an EEO Counselor must be made within 45 days of the date of the matter alleged to be discriminatory. No reprisal action may be taken against a complainant or a complainant's representative for participating in this process. All individuals complaining to and/or participating in the EEO complaint process are entitled to confidentiality.

Under EEOC's revised regulations of Title 29 Code of Federal Regulations (CFR) Part 1614, governing the processing of complaints of employment discrimination by federal applicants and employees, dated November 9, 1999, the following are your rights and responsibilities:

COMPLAINANTS HAVE THE RIGHT TO:

Anonymity prior to filing a formal complaint unless waived. This right is relinquished when a formal complaint is filed.

Representation throughout the complaint process including the counseling stage. The EEO Counselor **is not an advocate** for either the aggrieved person or the agency and they act strictly as a third party neutral in the EEO process.

Elect between Traditional EEO Counseling and Alternative Dispute Resolution (ADR) procedures, where the agency agrees to offer ADR. Election must be made within the first **10** days (but no more than **30** days) from contact with an EEO Counselor and must be in writing. Depending on which procedure a complainant elects, the following time frame will apply: **30 days** for the traditional EEO counseling procedure if informal resolution is not possible, unless the aggrieved person **consents or elects** to an extension of time, not to exceed an additional 60 days; or **90 days** for the ADR procedure. If you elect to request consideration for ADR, the EEO Counselor will refer your request to the appropriate ADR manager to coordinate consideration of various ADR approaches.

Elect between a negotiated grievance procedure and the EEO complaint procedure. Consult your local Employee Relations Staff, Human Resources Management, to determine if Collective Bargaining Agreement covers you. If you are covered, the following may apply to you:

“Where an agency employee is covered by collective bargaining agreement in 5 U.S.C. §7121 (d) and where the negotiated procedure and the statute covers the alleged discrimination, the aggrieved individual would be required to elect either the:

- A) Statutory procedure for discrimination (i.e., internal agency EEO process), or
- B) The negotiated grievance procedure, but not both.”

Elect to file an EEO complaint or appeal to the Merit Systems Protection Board (MSPB), in the event that the matter at issue is appealable to the MSPB, i.e., the matter is a mixed case appeal. (Consult your EEO Counselor for clarification.)

“Complainant has **30** calendar days from the alleged discriminatory act to file a **formal mixed case appeal** with the MSPB; or **15** calendar days from the date of receipt of an EEO Counselor’s notice of final interview/right to file a formal complaint; or **30** calendar days after the initial EEO Counselor contact to file a **formal mixed case EEO complaint**. Complainant may not file both a MSPB appeal and an EEO complaint on the same matter. The process **selected first** is deemed the elected process.”

File a formal complaint within **15** calendar days of receipt of the Counselor’s notice of right to file a formal complaint in the event that you wish to do so at the conclusion of the traditional EEO counseling procedure or ADR procedure.

File a notice of intent to sue and/or file a lawsuit under the Age Discrimination in Employment Act, as amended (ADEA) instead of an administrative complaint of age discrimination when age is alleged as a basis for discrimination, pursuant to 29 CFR §1614.201(a).

Go directly to a court of competent jurisdiction on claims of **sex-based wage** discrimination under the **Equal Pay Act** even though such claims are also cognizable under Title VII.

Request a hearing before an EEOC Administrative Judge (except in a mixed case) after completion of the investigation or 180 calendar days from the filing of a formal complaint, whichever comes first. Your request should be made directly to the appropriate EEOC office, and you must notify the responding agency of your hearing request. Consult the EEO Counselor for additional information or location to which your request for a hearing and notice to the agency should be sent.

Immediate final agency (i.e., USDA Office of Civil Rights) decision after an investigation by the agency in accordance with 29 CFR §1614.108(f).

Go to U.S. District Court 180 calendar days after filing a formal EEO complaint if no final action has been taken on the complaint, or 180 days after filing an appeal if no decision has been issued on the appeal.

Receive in writing within 30 calendar days of the date the aggrieved person brought the dispute to the Counselor's attention (i.e., first counseling contact, where counseling is selected), a notice terminating counseling if the complaint is not resolved; unless you agree in writing with the EEO Counselor to postpone the final interview and extend the counseling period for an additional period of no more than 60 calendar days; the notice should inform you of:

- 1) The right to file a formal individual or class complaint within **15** calendar days of receipt of the notice,
- 2) The appropriate official with whom to file a formal complaint, and
- 3) Your duty to immediately inform the agency if you retain counsel or representative.

Where you agree to participate in an established ADR program, the written notice terminating the counseling period will be issued upon completion of the dispute resolution process or within ninety (90) calendar days of the first contact with the EEO Counselor, whichever is earlier.

A reasonable amount of official time in preparing and presenting your complaint of alleged discrimination. Such official time must be requested in advance from the appropriate supervisor.

Present and pursue your complaint free from restraint, interference, coercion, harassment, and reprisal.

COMPLAINANTS HAVE A DUTY TO:

Mitigate damages, i.e., you must look for other appropriate employment and you must seek treatment for any injury you claim. (Interim earnings or amounts which could be earned by the individual with reasonable diligence, generally, must be deducted from an award of back pay.)

Keep the agency and EEOC informed of your current mailing address and phone numbers and serve copies of hearing requests and appeal papers on the agency.

Immediately inform the agency if you retain counsel or representative.

COMPLAINANTS HAVE A RESPONSIBILITY TO:

Work with the Agency to reasonably resolve the matter of concern brought to the EEO Counselor's attention;

Fully cooperate with the presentation of information (including the scheduling of meetings or conferences, responding to correspondence, and providing requested material or information) in the processing of their complaint;

Comply with all time limits in the EEO process unless circumstances outside their control make it impossible to do so. If additional time is required at any stage, it should be requested in advance from an appropriate official. (The EEO Counselor will advise Complainant concerning the identity of the appropriate official to grant an extension of time limits); and

Notify FS, Civil Rights Staff, Employment Complaints Program (ECP), or your Regional Service Center of any questions or concerns about the Counseling process.

NOTE: Only claims identified at the counseling stage or claims that are like or related to them may be the subject of a formal complaint (29 CFR §1614.105(b)(1)), or an amendment to a complaint after it has been filed.

Your rejection of an agency's offer or resolution made pursuant to 29 CFR §1614.109(c) may limit the amount of attorney's fees or costs you can recover.

If you have filed two or more complaints, the agency must consolidate them after appropriate notice to you (29 CFR §1614.606). When a complaint has been consolidated with one or more earlier complaints, the agency shall complete its investigation within 180 days after the filing of the last complaint or 360 days of the filing of the first complaint.

Class complaint procedures and responsibilities of a class agent will be provided upon request.

The timeframes in this notification are stated in calendar days.

BLM EEO Complaint Process

When and How to File

If you are an employee or job applicant and believe you have been discriminated against because of your race, color, national origin, religion, sex (including sexual harassment), age, physical or mental handicap, or as reprisal for your participation in protected EEO activity, you must first seek relief through the informal counseling process. You may contact your State EEO Manager for counseling information. If resolution is not reached during counseling, you may then decide to file a complaint of discrimination.

- If you file a complaint of discrimination, you must:
- Limit the complaint to matters discussed in EEO Counseling.
- State to your best knowledge and belief what personnel matter or action occurred in which you were treated differently from others not in your protected group (e.g., race, sex) and when it happened.
- File within 15 days of receiving the Notice of Final Interview from your Counselor.
- Submit the complaint in writing.
- Be sure it is signed by you or your attorney.

The Bureau encourages you to file your complaint using the U. S. Department of the Interior Complaint of Discrimination (Form DI-1892); but use of the form is not required. Your EEO Counselor can supply the form and even help you complete it. You then mail or hand deliver your complaint to the EEO Manager. If you prefer, you may file it with the Director of the Office of Fire & Aviation, the Bureau EEO Group Leader, the BLM Director, the Department Office for Equal Opportunity, or the Secretary of the Interior. If you choose to file with the latter, the complaint will normally be returned to the EEO Manager for processing.

The Process

When you file a complaint, the Department must decide to either reject or accept it. If the Department rejects your complaint, you may appeal the decision to the Equal Employment Opportunity Commission (EEOC) within 30 days or file a civil action within 90 days.

If your complaint is accepted, the BLM has 180 days to process the complaint. The EEO Manager assigns an investigator who interviews witnesses and examines relevant documents. Attempts at finding resolution will also continue during the investigative period. When the investigation is complete, you will receive a copy of the Record of the Investigation that includes witness statements and documents collected as exhibits.

Once you have received the Report of Investigation, you have 30 days to request either an immediate decision by the Department (which they will make within 60 days) or a hearing before an Administrative Judge from EEOC. If you request a hearing, the Administrative Judge will issue findings of fact and conclusions within 180 days and provide the Department with a recommended decision. The Department has 60 days to reject, modify, or accept the recommended decision.

If you are dissatisfied with the Department's decision, you have 30 days to appeal to the EEOC, after you receive it.

FYI

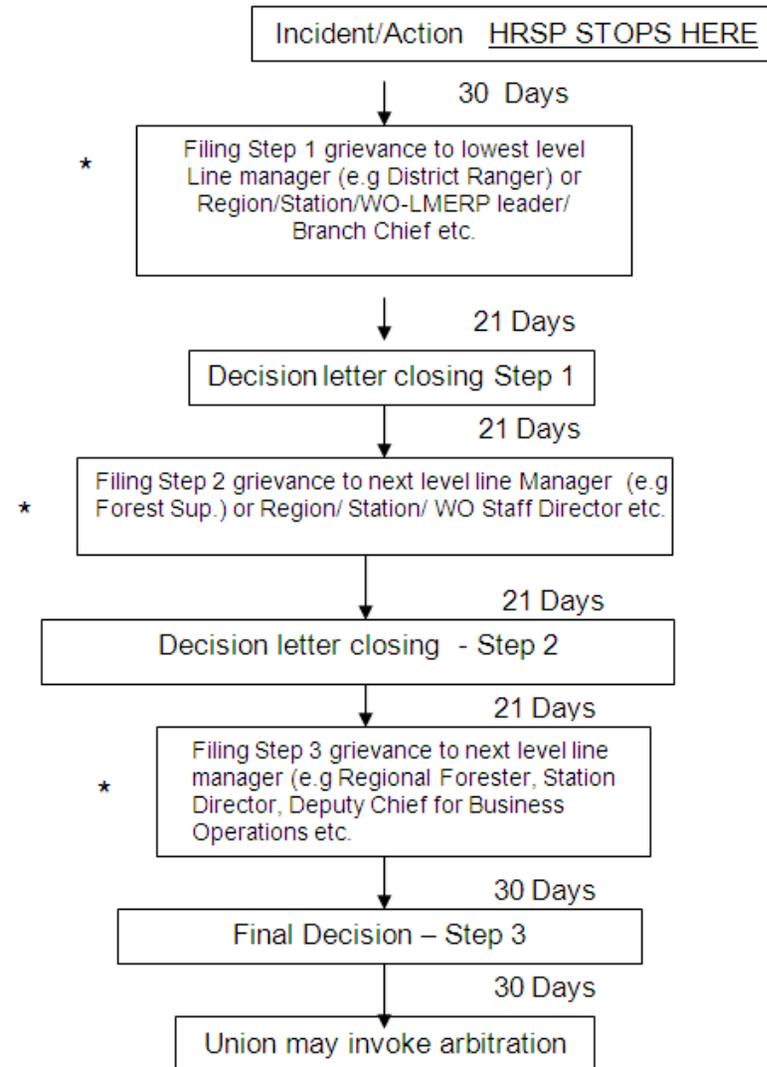
The Right to File Suit – There are times in the discrimination complaint process when you may elect to file a civil action; but you must act within regulatory limits.

Age Discrimination Complaints – For complaints based on age, you may choose to skip the complaint process and go directly to court. When you intend to sue in District Court, you must advise the EEOC 30 days before you file.

Reprisal – You, your representatives, witnesses, EEO Officers, investigators, and counselors are protected from reprisal–restraint, interference, coercion, discrimination–at all stages of an EEO complaint. If reprisal occurs, a discrimination complaint may be filed.

Negotiated Grievance Process (Article 9- Master Agreement-Employee & Union Procedure)

- ADR may be used before Step 1 grievance is filed (filing extension not available)
- * ADR may be initiated and used at any step or the NGP to resolve issues. Master Agreement encourages the use of ADR. Timelines of the NGP may be extended by mutual agreement after a grievance is filed.



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ARTICLE 9
GRIEVANCE PROCEDURE

1. Common Goal: The purpose of this article is to provide a mutually acceptable method for the prompt resolution of grievances filed by the Parties and/or employees. The Parties agree that most grievances and complaints should be resolved in an orderly, prompt, and equitable manner that will maintain the self-respect of the employee and be consistent with the principles of good management and the public interest.

2. Definitions: Grievance means any complaint by any—
 - a. Employee concerning any matter relating to his or her employment.
 - b. Labor organization concerning any matter relating to the employment of any employee.
 - c. Employee, labor organization, or agency concerning—
 - (1) The effect or interpretation, or a claim of breach, of a collective bargaining agreement; or
 - (2) Any claimed violation, misinterpretation, or misapplication of any law, rule, or regulation affecting conditions of employment.

3. Exclusions:
 - a. This grievance procedure does not apply to—
 - (1) Any claimed violation of Title 5, Chapter 73, Subchapter III of the United States Code ([5 U.S.C. Chapter 73, Subchapter III](#)), relating to prohibited political activities (Hatch Act).
 - (2) Retirement, life insurance, or health insurance.
 - (3) A suspension or removal under [5 U.S.C. 7532](#) (national security reasons).
 - (4) Any examination or certification administered by Office of Personnel Management.
 - (5) Appointments.
 - (6) The classification of any position that does not result in the reduction in grade or pay of an employee.
 - (7) Reduction-in-Force or furloughs of more than 30 days.

- (8) Separations during a probationary or trial period. (This exclusion shall be null and void should a change in case law occur that approves or provides for grievances of this nature.)
- (9) Separation or reduction-in-grade taken against specific employees who have no statutory right to appeal those adverse personnel actions to the Merit Systems Protection Board (MSPB). (This exclusion shall be null and void should a change in case law occur that approves or provides for grievances of this nature.)
- (10) Bills of Collection issued to employees, which are covered by special process in Article 22, Section 9.
- (11) Collections from accountable officers (unless case law makes it grievable).
- (12) Determinations of exempt/nonexempt status and claims for compensation under the Fair Labor Standards Act.

- b. For those matters that are grievable, this procedure shall be the exclusive procedure for the Parties and employees. However, nothing in this section shall prevent employees from exercising the option of appealing adverse actions or actions for unacceptable performance to the MSPB or processing any prohibited personnel practice defined in law through the statutory appeal process, provided that the employee has not filed a grievance in writing on the matter in accordance with this Agreement. In the event MSPB accepts the appeal of an employee who has filed a grievance in writing, the grievance will be cancelled.

4. Resolution:

- a. Grievance prevention: Most grievances arise from misunderstandings or disputes that can be resolved promptly and satisfactorily on an informal basis. In order to resolve issues that may result in grievances, potential grievants are encouraged to contact and discuss their concerns with the other party, using the Early Intervention Program (EIP) when desired. However, such discussions prior to the start of the grievance process do not extend any time frames unless mutually agreed to in writing.
- b. Management will cancel an employee's grievance at the employee's request; upon termination of the employee's employment with the agency, unless personal relief to the employee may be granted after termination of employment; or upon the death of the employee, unless the grievance involves a question of pay.

5. Application: A grievance may be filed by an employee or a group of employees, by the Union, or by Management. Only the Union, or a representative designated by the Union, may represent employees in such grievances. However, any employee or group of employees may personally present a grievance and have it resolved without representation by the Local Union provided that the Local Union will be given an opportunity to be present at all formal discussions in the grievance process. Any resolution must be consistent with the terms of this Agreement. Upon request of either Party, the number of representatives at representational meetings will be equal. Management will approve additional Union Representatives when reasonably appropriate. The Parties agree to keep the number of participants at the meetings to a necessary minimum.

6. Employee and Union Procedure:
 - a. Grievances taken in response to a written decision letter notifying the employee of an action under 5 U.S.C. 7512 (Adverse Actions) or 5 U.S.C. 4303 (Unacceptable Performance) must be filed in writing within 30 days of receiving the decision letter as a Step 3 grievance.

 - b. Alternative Dispute Resolution (ADR): The Parties are encouraged to use the EIP or other mutually agreed to ADR processes that will facilitate resolution of problems.

 - c. Step 1:
 - (1) The grievant and/or the assigned Union Representative must file the grievance—in writing and on a formal basis within 30 days of the occurrence of the matter being grieved, or within 30 days after first becoming aware of the matter—with the first line officer or equivalent (i.e., district ranger, Staff Director, Job Corps Center department head, regional office or Washington Office group leader, supervisory law enforcement officer, station project leader/group leader, nursery superintendent, or International Institute of Tropical Forestry (IITF) Assistant Director or group leader.

 - (2) The grievant will identify the issue(s) being grieved, provide any supporting evidence, and the relief requested. The deciding official will examine the issues and conduct fact finding deemed necessary to understand the matter being grieved before issuing a decision. A written decision will be transmitted to the grievant and Union within 21 days after the written presentation of the grievance. Included within such decision shall be a statement indicating the grievant's right to submit a grievance to Step 2 along with the name and address of the Step 2 deciding official.

d. Step 2:

- (1) If the grievant is dissatisfied with the resolution given in Step 1, the grievant may submit the grievance in writing within 21 days after receipt of the decision of the Step 1 grievance to the following appropriate official's office:

Job Corps	Center Director
National Forests	Forest Supervisor
Regional Office	Staff Director or equivalent
Research Unit.....	Assistant Director or equivalent
Technology and Development Center	WO Engineering Staff Director
Washington Office	Staff Director or equivalent
Law Enforcement & Investigations (LE&I)	Regional Special Agent In Charge
IITF	Director
Unit not identified above	Line manager equivalent position as determined by Management

- (2) The written grievance will specify unresolved issues and the relief requested. Grievances beginning at Step 2 will include the information required under Step 1 and a copy of any letter or document being grieved.
- (3) When mutually agreed, a meeting or EIP/ADR process may be used to attempt resolution of the grievance.
- (4) After examination of the grievance by the deciding official, a written decision will be transmitted to the grievant and Union within 21 days after the written presentation of the grievance. Included within such decision shall be a statement indicating the grievant's right to submit a grievance to Step 3 along with the name and address of the Step 3 deciding official.

e. Step 3:

- (1) If the grievant is dissatisfied with the decision given in Step 2, the grievant may submit the grievance in writing within 21 days after receipt of the decision of the Step 2 grievance to the following appropriate official's office:

National Forests and Regional Offices	Regional Forester
Job Corps	Field Office Director
Washington Office, Technology and Development Center, LE&I, & IITF	Deputy Chief for Business Operations, Research Station Director, or Forest Products Laboratory Director

- (2) The written grievance will specify unresolved issues and the relief requested. Grievances beginning at Step 3 will include the information required under Step 1 above and a copy of any letter or document being grieved.

- (3) A meeting or EIP/ADR process may be used to attempt to resolve the grievance when mutually agreed.
 - (4) The official listed above shall examine the grievance and render a written decision to the grievant and the Union within 30 days of receipt of the Step 3 grievance. This decision shall be the final Agency decision on the grievance. Included with the decision shall be a statement indicating that if the grievance is not resolved, the Union may request the use of EIP or other ADR process, or refer the matter to arbitration in accordance with Article 10.
- f. If at any step of the grievance procedure it is determined that the deciding official does not have the authority to resolve any of the issues being grieved that remain unresolved, the grievant will be informed and the grievance will be forwarded to the deciding official at the higher step of the process. This will fulfill the grievant's obligation to meet the timetable set up in the grievance procedure. When such referrals are made, timelines for the decision are extended by the time the grievance was held at the previous step, not to exceed 14 days. Any grievances referred to the Step 2 level that are not resolved may proceed to the final Step 3 level. Any grievances filed with the Regional Forester or equivalent at the first step that are not resolved may proceed to the Deputy Chief for Business Operations, Washington, DC, as a Step 3 grievance.
 - g. In grievances where there are multiple issues that are resolvable by deciding officials at different steps of the process, the grievance will be handled first by the lowest level deciding official with authority to resolve one or more issues. Any unresolved issues remaining after a decision is issued may be elevated to the next step of the process.
7. Local Management Grievance Procedure:
- a. Alternative Dispute Resolution: The Parties are encouraged to utilize the EIP or jointly develop optional ADR processes that will facilitate resolution of problems.
 - b. Step 1: The local manager will notify the Local Union President or other designated Local Official of a potential grievance. This notification must be made within 14 days of the incident that gave rise to the potential grievance unless Management could not reasonably be expected to be aware of the incident by such time. In that case, the notification must be given within 14 days of the date that Management should have become aware of the incident. Within 7 days, the Parties will meet to discuss the facts surrounding the grievance and will attempt to resolve it. If not resolved, the Local Official shall respond in writing to the local manager within 14 days of the meeting.
 - c. Step 2: If not resolved at Step 1, the local manager may submit the grievance to the Forest Service Council (FSC) Grievance Committee within 14 days after receipt of the written response in Step 1. The FSC Grievance Committee will make a decision in writing to the local manager within 14 days of receipt of the Step 2 grievance.

- d. Step 3: In the event satisfactory resolution is not achieved, the local manager may submit the grievance to the National Federation of Federal Employees (NFFE) FSC President. The Step 3 grievance must be submitted in writing within 14 days after receipt of the decision on the Step 2 grievance. A copy of the Step 2 decision will be attached. The NFFE FSC President will make a decision in writing to the local manager within 30 days of receipt of the Step 2 grievance.
 - e. Step 4: In the event satisfactory resolution is not achieved, the Management Official designated to receive Step 3 grievances in Section 6.e. may elect to proceed to arbitration in accordance with the provisions of Article 10.
8. Procedure for the National Parties: Per Section 2 above, either the Union or Management may present a grievance to the other party. The National Parties, the Deputy Chief for Business Operations, or the President of the NFFE FSC may present a grievance to the other Party within 21 days of the date of a grievable occurrence or the date when the Party could have reasonably been aware of the occurrence. The grievance may be presented orally or in writing. The Parties will meet or otherwise communicate within 14 days after receipt of the grievance. The receiving Party will respond in writing to the grieving party within 30 days of the meeting. In the event satisfactory resolution is not achieved, the grieving Party has the right to refer the matter to arbitration in accordance with Article 10, Arbitration.
9. Time Limits: Time limits in this article may be extended by mutual consent of the Parties. In the event that the grievance is mailed or sent by Electronic Communications (EC), the receipt date shall be the date of mailing plus 3 days. The Parties agree to respond to the grievance within the time frame allowed. However, if either Party is unable to file or respond within the time frames, the reason for the delay will be stated, and an automatic 7 day extension of the time limits will be granted. When information, which is needed to process a grievance or determine if a grievance exists, is requested from a Party the time limits will be extended equal to the amount of time required to receive the information. Failure by the grievant to meet time limits, or to request and receive an extension of time, shall automatically cancel the grievance, unless mitigating circumstances prevail. Failure of the responding official to meet time limits, or to request and receive an extension of time, shall result in the responding Party's liability for the arbitrator's fees and expenses, unless mitigating circumstances prevail.

ARTICLE 28
Fire and Other Incidents

1. General: Although the following relates primarily to fire incidents, the parties recognize that many of the following provisions apply to other emergency incidents:
 - a. The Parties jointly and wholeheartedly are committed to "zero tolerance" of carelessness and unsafe actions and jointly agree to adopt and support the following firefighting code of safe practices:
 - (1) Safety comes first on every incident, every time.
 - (2) The standard firefighting orders are firm. We don't break them; we don't bend them.
 - (3) All responders shall have the right to a safe assignment.
 - (4) Every firefighter, every fireline supervisor, every fire manager, and every agency administrator has the responsibility to ensure compliance with established safe firefighting practices.
 - b. The Parties agree that all employees are expected to perform wildland fire support as directed within their qualifications and physical capabilities.
2. Union Representation at Incident Camp:
 - a. Union officials or their designees have the right to represent bargaining unit employees at all incident camps. The Union may designate a sufficient number of representatives to assure up to 24 hour coverage, based on representational need, at any incident camp where Forest Service employees are present.

- b. The need for an on site Union Representative(s) will be based upon anticipated or actual representational workload. If the Vice President for the National Forest System Region (Regional Vice President (RVP)) or designee determines a need to send a Union Representative(s) to an incident camp, he or she will contact the regional human resources director or designee. They will make arrangements for dispatch of the specified Union representative(s) designated by the RVP or designee to the incident. When a Representative is dispatched, dispatch will be through the normal incident dispatch procedures. Initially, one Union representative may be dispatched. Based on anticipated or actual representational workload, additional Union representatives may be dispatched.
- c. When a staffing level of 300 individuals on a Forest Service incident or 300 Forest Service employees on other than a Forest Service incident is reached, and a camp has been established, the RVP or designee will be notified. Notification to the Union will be within 24 hours after staffing reaches 300. That notification will inform the RVP or designee of the location of the incident and the name of the Incident Commander. The Incident Commander will be notified of the name and contact information of the RVP or designee.
- d. If no representative(s) is dispatched to the incident, the RVP's or designee's name, and contact information will be conspicuously posted in incident camp(s). If the need arises for an employee to contact the RVP, facilities will be made available to make this contact.
- e. Union Representative(s) will check in with the Incident Commander or designee on arrival and departure.
- f. When a dispute arises from a situation on an incident, the time limit for raising that issue to the appropriate official under Article 9 will not begin to run until the day after the employee returns to his or her official duty station. If the grievant is dispatched to another incident or temporary duty assignment that prevents him or her from preparing and presenting a pre-grievance notification in a timely manner, the time limit will be extended as stated in the first sentence of this paragraph.

3. Restricted Facilities: Management will not unduly restrict employees to facilities while in a non-pay status.
4. Work Schedules: If it is necessary on the second day of an incident to deviate from an employees' established tour of duty, the first 8-, 9-, or 10-hour tour, as appropriate, shall be used. Incidents involving less than one calendar day will not affect an employee's established tour of duty.
5. Application of Hazard Pay for Prescribed Burns Including Prescribed Natural Fire:
 - a. Employees working on these assignments will be paid hazard pay if the burn goes out of control and is declared a wildfire.
 - b. For the purposes of this section, the Agency with jurisdiction will certify in writing daily that a prescribed natural fire is within its prescription, and that adequate resources have been assigned to ensure that each fire will remain within prescription for the next 24 hours, given reasonably foreseeable weather conditions and fire behavior. If these conditions cannot be met, it shall be declared a wildfire.
 - c. For purposes of this section, a prescribed burn, other than prescribed natural fire, which goes out of control will be declared a wildfire by the Agency with jurisdiction when it exceeds prescription parameters and line holding capability and cannot be returned to prescription with planned resources. For example, spotting activity that is not readily controllable with planned resources will result in the prescribed burn being declared a wildfire.
 - d. A written burn plan for any prescribed fire will be made available to the Union upon request. This plan may provide additional conditions under which the responsible official may declare a prescribed burn to have become a wildfire.

6. Safety And Health:

- a. Work Capacity Test: The Work Capacity Test Program is the process used to facilitate preparation and testing of the employee. In accordance with Agency policy and the annual Work Capacity Test for Wildland Fire Qualifications Implementation Guide, each employee involved with or wanting to be involved with fire programs will be required to meet the required fitness standards.

- b. Smokejumper Safety:
 - (1) Safety standards will be clearly written in interim directives and appropriate handbooks and enforced as written.

 - (2) The Parties recognize that recommended jumping altitudes will vary based on weather, visibility, and other variables. All jumpers will be fully trained in the use of the reserve chute, including a count leading to its deployment.

 - (3) The minimum content of all smokejumper training related to actual jumping will be predetermined, stated in writing, and covered during training.

- c. Rappeling: Safety standards contained in the United States Department of Agriculture-United States Department of the Interior (USDA-USDI) document entitled Interagency Helicopter Rappel Guide will be used to train employees involved in the use of this fire suppression technique.

Administrative Grievance System

- ADR may be used before informal grievance is filed. Grievance time lines may be extended at any point by mutual agreement.

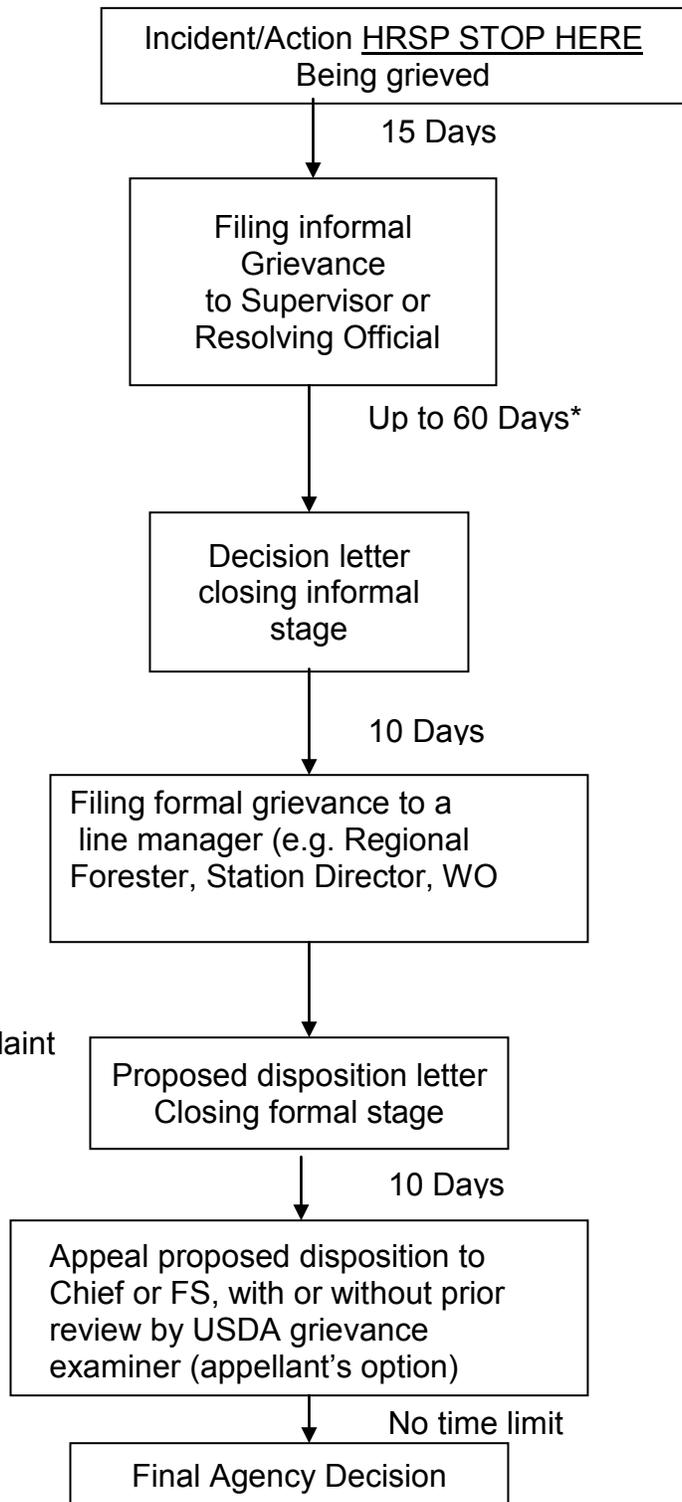
- ADR may be used during informal stage to resolve grievance issues.

* Under AGS agency has up to 90 calendar days to complete both informal and formal stages. Extension of time lines available by mutual agreement.

- ADR may be used during formal stage to resolve grievance issues

ADR may be used during the appellate stage of the grievance process up to whenever a final agency decision is issued

Up to 90 Days
From filing of
Informal complaint



**FOREST SERVICE
ADMINISTRATIVE GRIEVANCE SYSTEM**

INFORMAL STAGE

Date of event -or- Employee awareness (within 15 days)

Employee presents informal grievance to supervisor/manager

- 1) Oral or in writing
- 2) Grievance issue(s)
- 3) Relief requested

Supervisor/Manager responds to employee

- 1) In writing
- 2) Addresses resolution and relief
- 3) Grieve to Regional Forester (Formal)

FORMAL STAGE

(IF NOT RESOLVED)

Employee files Grievance to Regional Forester (within 10 days)

- 1) In writing
- 2) Grievance issue(s)
- 3) Personal relief requested
- 4) Signed by grievant/representative

(AGENCY REJECTS)

RO issues formal letter to employee/representative

- 1) In writing (state reason(s))
- 2) May appeal (w/in 10 days receipt of letter) to:
Director, Employee Complaints & Adjudication Division (ECAD)
Room 1336 So. Bldg., 14th & Independence Ave. S.W.
Washington DC 20250

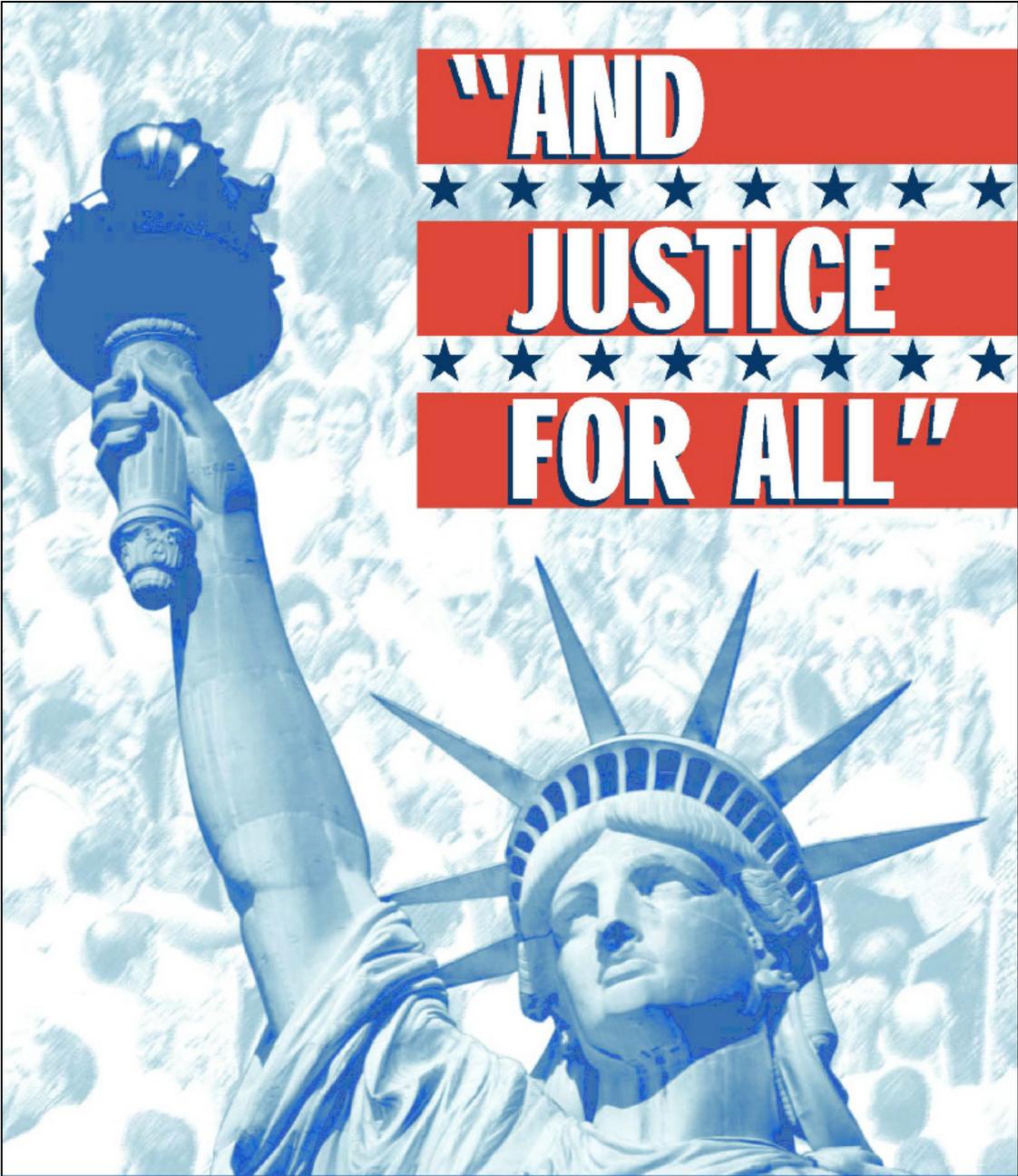
(AGENCY ACCEPTS)

RO obtains facts to adjudicate matter. If not resolved, issues Proposed Disposition to employee or representative. Region has 90 days from the date of the Informal Grievance to issue a Proposed Disposition. If the 90 days expires then Grievance is elevated to the Director, Employee Complaints and Adjudication Division (ECAD), OPM, USDA.

- 1) In writing (state reason(s))
- 2) Right to request Final Decision by Chief of Forest Service (not less than 10 days) with/without referral to Dept. Grievance Examiner (GE). Without referral RO sends grievance package to WO + copy to employee and Chief of Forest Service makes the final decision. If referred to USDA, GE, then 2 copies are sent to WO and 1 copy to grievant.

If GE is requested then GE recommends decision to Chief of Forest Service

- 1) Adopt GE recommendation or grant more relief than GE.
- 2) Requests reconsideration if GE recommendation is contrary to law, rule, regulation, or published policy; supported by less than substantiated evidence; or is of such wide and detrimental impact that further review is warranted. (See Amendment No. 225 dated 5/26/93 of DPM Ch 771.)



**"AND
JUSTICE
FOR ALL"**

In accordance with Federal law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. (Not all prohibited bases apply to all programs.)

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326-W, Whitten Building, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (202) 720-5964 (voice and TDD). USDA is an equal opportunity provider and employer.

De acuerdo a lo establecido por las leyes Federales y el Departamento de Agricultura de los EE.UU. (USDA, siglas en inglés), se prohíbe a este organismo la discriminación por raza, color, origen nacional, sexo, edad, o impedimentos de las personas. (No todas las bases de prohibición se aplican a todos los programas.)

Para presentar una queja sobre discriminación, escriba a USDA, Director, Office of Civil Rights, Room 326-W, Whitten Building, 1400 Independence Avenue, SW, Washington, DC 20250-9410, o llame al (202) 720-5964 (voz y TDD). USDA es un proveedor y empleador que ofrece oportunidad igual a todos.

Sample: CRITICAL INCIDENT MANAGEMENT REQUEST FORM

GENERAL INFORMATION

Date: _____ Time: _____ Incident/Project Name: _____
Incident Order Number: _____ Ordered By: _____
Management Code: _____ Location: _____
Nature of Critical Incident: _____

Date and Time Needed: _____ Deliver to: _____

INITIAL REQUEST INFORMATION

Name of Critical Incident Decision Maker _____
Title: _____ Phone Number: () _____

Agency Liaison: _____

What Happened: _____

Who was involved: _____

When did Critical Incident occur? _____

Where did Critical Incident occur? _____

How did it occur? _____

Number of people involved: ___ Number of Injured: ___ Number of Deaths: ___

Where are the survivors now? _____

What is happening with the survivors now? _____

Information on cultural, religious, or family issues involved: _____

Additional Information: _____

INCIDENT WITHIN AN INCIDENT
Human Resource Specialist Role in Critical Incident Stress Management
December 2008

An incident within an incident takes on an urgency all its own. Activity levels get a jump-start, what may have been a routine fire assignment now becomes a race for action and professional and emotional attention. Communications increase, physical activity increases, emotions may go on overload or to autopilot, teams pull together or may tear apart; new faces appear in fire camp-including the media. Crew needs become paramount, Incident Management Teams become stretched and the Human Resource Specialist (HRSP) is at the eye of the storm. Sound dramatic? It is and yet it is reality.

The HRSP has a vital role in assisting others. You need to recognize your own 'humanness' and vulnerability – know when to say 'not right now-maybe in an hour...' - keep yourself healthy. Following is a practical list of considerations that will help you in your role as an HRSP during a Critical Incident.

PRIOR TO THE CRITICAL INCIDENT - CONTACT GEOGRAPHIC AREA HRSP COORDINATOR FOR ASSISTANCE WITH THE FOLLOWING INFORMATION

- Local Agency contacts - names and phone numbers
- List of available meeting areas in community
- Geographic Area Critical Incident Stress Management (CISM) Resources and Procedures

OBTAIN THE FOLLOWING INFORMATION:

- Your copy of the Shift plan should be current and accurate
- Know how to find the location of sleeping areas for crews
- Contact names and phone numbers for crew boss/crew rep/ IARR/company contacts
- Locations for air ops, fire camp, communications/dispatch etc...

AFTER NOTIFICATION THAT A CRITICAL INCIDENT HAS OCCURRED

- Get all the information you can - time, place, circumstances
- Determine the extent of impact - who will need to respond, who has responded, who was on site, who heard radio traffic, who was dispatching, was air ops involved etc...
- Order another HRSP - on a larger incident, request a special Forest Liaison to work directly with the CISM resource
- Track location, work shifts of impacted crews/individuals
- Where are these crews staying - who are the crew boss'/reps/company contacts
- Consider the cultural needs of crews
- What impacts will there be on the Incident Management Team (IMT) and camp personnel?
- Make sure more phones are available so personnel can call home.

As the crews/individuals begin coming back from fire duty, do mini-defusing. Provide a private location and ensure immediate needs are met. Establish whether a full debriefing needs to take place. Be sure to inform/confer with Incident Commander in all considerations.

If a Critical Incident Debriefing is needed, assist the IMT to prepare a resource order to order a CISM team. Plan to have CISM resources in place 24 to 72 hours after the critical incident. If Fire CISM Peer Teams are not available, local teams from fire stations, hospitals, and mental health agencies may be available. Give your name and phone number as the contact/IMT liaison for the CISM resources. Be sure to be accessible to take all calls and answer questions.

ONCE A CISM TEAM HAS BEEN ORDERED

- Establish a meeting place and time to meet with CISM team
- Coordinate local transportation and lodging for CISM team if necessary
- Coordinate with other members of the IMT to assure impacted crews/individuals have communication regarding CISM team availability on site. Communicate that a team will be available for informal contacts at specified times and places
- Ensure that **ALL** affected Fire Personnel are provided with CISM opportunity
- Provide CISM team with the most up to date information upon their arrival including impacted personnel, crew/individual locations, shifts, and availability. Have they been asked to stand down for a shift? Are they contract or agency?
- Provide team with meeting place options to hold debriefings
- Provide an interpreter for non-English speaking teams
- Set up vehicle transportation to other sites if necessary
- Once a debriefing schedule has been set, make sure all crews know where/when the debriefing will take place. Work closely with Command and General Staff
- If working with Native American Crews or on Tribal lands, make sure all cultural concerns are met and addressed.
- Keep checking on your IMT. What are the impacts to the team as the days go on?

IN THE CASE OF LINE OF DUTY DEATH

Regardless of whether or not a person is a contractor or agency employee, all line of duty deaths must be treated with the utmost care and concern both in terms of impacts to crews or impacts to coworkers. These people have been in the same chow line, used the same showers, and worked side by side with other crews, whether on this incident or one prior to this. Understand that fire is a community, regardless of who is involved. Communication is VERY important for all survivors. They may want to know how to send condolences to families, how that person will be 'honored' both at fire camp and back home. Remember that these incidents may bring back other memories for seasoned fire fighters- emotions run high. Be compassionate to everyone.

AFTER THE TEAM LEAVES

Be available - be visible - check-in. The CISM team may give you names of certain individuals who may need extra care - demobing, change of crew location, and time off recommendations. Follow through if possible to make sure the resource orders have been cut for transportation etc...

The HRSP is the 'melting pot' for issues. You may be called upon to just sit and listen or you may be requested to help coordinate a special memorial service at Fire Camp. Whatever it is, give yourself the time and grace to meet your own needs. Recognize your own 'humanness' and vulnerability - know when to say 'not right now - maybe in an hour...' You have a vital role in assisting others - keep yourself healthy.

SINGLE EVENT DEFUSING May 2010

Following a traumatic event, a defusing will provide initial intervention. Defusings are easy to direct and although they are not time consuming, the results can be very powerful. Providing a defusing for involved employees will assist you in determining whether or not a debriefing is appropriate. It is okay to do a defusing for an incident that does not require a debriefing. The defusing is aimed at a small working group which experienced a traumatic event together. Defusings are conversational in tone.

For best results, the defusing should be held within eight hours of the incident, and preferably even sooner. The shorter the time frame between the ending of the event and the beginning of the defusing, the better the results are likely to be. It should take no more than an hour.

Most often, defusings are led by peer support personnel. On a fire, this person could be the Human Resource Specialist who has been trained to facilitate a defusing, or it could be facilitated by a debriefer.

During the defusing process, there is no pressure on the participants to discuss anything which they wish to avoid. If the responses get too deep and personal, the leader will shift the focus of the questioning to lighter questions. **Powerful work should be done during the debriefing process**, not the defusing. Individuals who need to be directed away from severely deep responses serve as an indicator that a debriefing is appropriate.

A DEFUSING is an informal, initial debriefing which occurs within a few hours post incident. It is usually conducted by peers and may occur quite spontaneously.

- It should be positive, caring and supportive of the participants.
- This is not the time for a critique, but an opportunity to ensure basic needs are being met and for those involved to share how they are doing right now.
- Try to find a space that is comfortable, low stimuli, and won't be interrupted.
- Keep the tone positive, accepting, and understanding.
- When someone is talking, be respectful and hold your comments until they have finished.
- Have people speak only for themselves. Let others tell their own stories.

- Be attentive, compassionate listeners and focus on what the speaker is saying AND experiencing.
- Respect the privacy of the participants.

End the defusing when everyone has had time to speak. The group will notice when they are winding down and ready to stop. This is a good time to talk about CIS symptoms and what they may experience over the next few days. It is sometimes helpful and encouraging if the participants can state how they plan to take good care of themselves.

Here are some common signs and signals of stress reactions.

<i>Physical</i>	<i>Cognitive</i>	<i>Emotional</i>	<i>Behavioral</i>
chills	confusion	fear	withdrawal
thirst	nightmares	guilt	antisocial acts
fatigue	uncertainty	grief	can't rest
nausea	hyper vigilance	panic	pacing
fainting	suspiciousness	denial	speech change
twitches	intrusive images	anxiety	lost appetite
vomiting	blaming someone	agitation	alcohol use
dizziness	poor problem solving	irritability	
weakness	attention/decisions	depression	
chest pains	poor memory	intense anger	
headaches	poor concentration	apprehension	
rapid heart rate	changed alertness	overwhelmed	
muscle tremors			
shock symptoms			
visual difficulties			
profuse sweating			
difficulty breathing			

Formal debriefings occur within 24 to 72 hours after the critical incident. A CISD is specifically designed to reduce the impact of the critical incident and to accelerate the normal recovery from an abnormal event. The CISD can be led by specially trained peer support people and include mental health professionals. The participants are encouraged to express their feelings and reactions to the incident and the debriefing is structured to facilitate that process.

Remember, that a defusing usually happens prior to an investigation. In a defusing, we just want people to share how they are doing right now, we don't need facts. We should remind participants not to say anything that they don't want brought forward in a possible investigation.

DEFUSING INFORMATION FOR SUSTAINED WORK ASSIGNMENTS

FIVE QUESTIONS:

1. Task Related Question: “What job have you been assigned to?”
2. A Grounding Question: One Related to Family or Home: “When was the last time you talked to your family?”
3. A Group Related Question: “What will your team be doing on this shift?”
4. A Personal Question: “What are you doing that helps you get through this?”
5. A Task Related Question: “What will you be doing when you leave here?”

GRIEF SUPPORT

Grief is unique- people experience grief in very unique ways- men/ women, children/ adults, those who have had previous experiences with grief and those who have not. We should not suppose that a crew or individual would have the same reaction to an incident.

“Sometimes you stuff your grief so much you can’t sigh.”

Grief and mourning are two separate things. Grief is the personal response. Mourning is the public response- how I show myself to other when I grieve. It may appear that someone seems stoic to the situation because they are not openly being emotional. However, it may be that the person is experiencing very profound grief. Understand this and explain it to those who wonder how someone could be so ‘detached’. People may grieve but they don’t know how or want to mourn.

“Tears are liquid emotion.”

Grief can cause physical reactions similar to stress. These are normal. Reassure the grieving person that they are not going ‘crazy’ - they are just ‘being human’. Some symptoms include: extreme fatigue, loss of appetite, sleeplessness, heavy sighing, empty hollow feeling in the stomach, heart aches, difficulty concentrating, forgetfulness, sense of confusion, sensitivity to noise, dry mouth, throat, skin (caused by dehydration), sense of unreality and feeling that life has lost its interest and meaning. Reassure the grieving person that these symptoms are normal and will fade with time.

“Grief that has not had tears will make other organs weep”.

An HRSP can help support the grieving person in providing a private place to be, healthy food, a telephone and time for sleep. Also, your presence, if requested, should be made available. “When you can’t fix it, you can still help a person cry.” Many times grief may need a healthy expression. This can be in the form of physical activity, writing a letter to the person/don’t send it, scream in a pillow or by creating a ritual or small shrine. For many, spirituality is incredibly important during grieving. Make clergy available if requested. Provide that quiet place for prayer.

In some circumstances, grieving may be accompanied by anger and guilt. “If only....” There may be much unfinished business with that person. Understand that these underlying emotions can be VERY strong and can influence those individual responses. Guilt is what we feel when we purposefully commit an act. Regret is the ‘wisdom of hindsight.” Sometimes a person may want to hold on to their regrets. Let them- don’t try to rescue them. Time will help them forgive themselves.

Listen. Listen. Listen. Listen. Listen. Allow tears and laughter. Don’t try to take the pain away. Big decisions can wait. Be a friend. These phrases may help- ‘I have no idea what this is like for you’ ‘It must be hard to accept’, ‘you must have been close’. Phrases that don’t help- “Time will heal’, its God’s will’, I know how you feel’, There must have been a reason’.

Be there. Ask what is needed and try to provide it. As the HRSP, you may be asked to be the support, the connection and the conduit. Be flexible, be human and as needed, create your own support process to defuse from the experience.

S. Hakanson – Thanks to Kelly Osmont, “What Can I Say” Guide to Grieving.

CONTACT INFORMATION SHEET

1/08

INSTRUCTIONS: This form is to be completed by a Human Resource Specialist, for significant contacts made during a fire assignment. Complete one "Contact Information Sheet" for each contact involving Civil Rights (race/color, national origin, sex, religion, disability, age, sexual harassment issues etc.) or Other Contacts that require performance of research, conflict resolution, negotiations, and/or recommendations to resolve problems within the incident or with incident personnel. DO NOT DOCUMENT routine questions or contacts about such things as: camp personnel, assignments, inquiries about what HRSP duties are, or basic fire activity, etc.

(Incident Name)

Initial Contact's Name: _____ **Home Agency:** _____
Fire Duty Assignment: _____
Home Unit Work Phone: _____ **Email Address:** _____
Date/Time First Contact: _____
Date/Time Completion/Resolution: _____

Name: _____ **Home Agency:** _____
Fire Duty Assignment: _____
Home Unit Work Phone: _____ **Email Address:** _____
Date/Time First Contact: _____
Date/Time Completion/Resolution: _____

Civil Rights:

Basis of Concern: (as identified by contact) circle choice:

Race Sex Color National Origin Disability Religion Age Sexual Harassment
Sexual Orientation Marital Status Genetic Information Family/Parental Status Other

Other than Civil Rights:

Conflict/Lack of Mutual Respect Working Conditions CISM Hours of Duty
Illegal Drugs Alcohol Training Performance Security Pay Defusing/Personal
Emergency

Issue(s) of concern: _____

Description of concern/conflict: (describe basic issue, act, or occurrence, and how it is allegedly discriminatory/inappropriate) _____

Specific corrective action/resolution requested: _____

Fully describe the HRSP's inquiry and efforts to resolve/mediate the conflict/concern:
(include a description and date/time of interviews conducted and documents reviewed) _____

Resolution: (fully describe date/time and action taken by supervisors/management officials to resolve concern/conflicts) _____

Response to resolution (satisfied/dissatisfied) comments: _____

Follow-up/referred to: (include name, phone, address, date/time of referral if possible)

REFERRAL SUMMARY OF INFORMATION

DATE: _____

Incident

Commander: _____

Address: _____

Phone: _____

() _____

Incident

Supervisor: _____

Address: _____

Phone: _____

() _____

Human Resource

Specialist: _____

Address: _____

Phones _____

() _____



When Issues are Referred to the Home Unit Include:

Incident Commander

Signature: _____ Date: _____

**HUMAN RESOURCE SPECIALIST (HRSP)
CONTACT INFORMATION REPORT
3/07**

INCIDENT NAME: _____

INCIDENT LOCATION: _____

INCIDENT MANAGEMENT RESPONSIBILITY: _____

HUMAN RESOURCE SPECIALIST'S NAME: _____

HUMAN RESOURCE SPECIALIST'S EMAIL ADDRESS: _____

1. **TOTAL NUMBER OF CONTACTS PER ASSIGNMENT:** _____

a) **Number of Civil Rights Contacts:** _____

b) **Number of Other Contacts:** _____

2. **NATURE OF CIVIL RIGHTS:**

CIVIL RIGHTS CONTACTS 1(A)						
	Indiv. Fed. Emp.	Agency Crew	AD Hire	AD Crew	Contr/Vendor/Prog	TOTAL
Basis of Discrimination:						
Race						
Color						
Sex/Gender*						
Sexual Harassment*						
National Origin						
Religion						
Disability/Mental						
Disability/Physical						
Age (40+ years)						
SUBTOTAL						
Sexual Orientation**						
Marital Status**						
Genetic Information**						
Family/Parental Status**						
SUBTOTAL						
TOTAL						

* Sexual harassment is a form of sex discrimination.

** These bases of discrimination are not covered by Title VI or VII law but may be covered by Executive Order and are processed by USDA under the EEO administrative process. Department decisions are not appealable outside USDA.

3. NATURE OF CONTACTS – OTHER THAN CIVIL RIGHTS: For each contact that required performance of research, conflict resolution, and/or recommendations to resolve problems, pick one area.

OTHER CONTACTS 1(B)						
	Contr/Vendor/Prog	Individual Fed. Employee	Agency Crew	AD Hire	AD Crew	TOTAL
Basis of Contact:						
Conflict/Lack of Mutual Respect						
Working Conditions						
CISM						
Hours of Duty						
Illegal Drugs						
Alcohol						
Prevention/Awareness training						
Performance						
Security						
Pay						
Defusing/Personal Emergency						
Other (apply to categories listed above if possible)						
TOTAL						

4. STATUS OF CONTACTS:

	Civil Rights Contacts	Other Contacts		TOTAL
		CVP****	Employee*****	
Status:				
Contact Issues Resolved at Incident				
Contact Issues Referred to Sources Outside of Incident***				
TOTAL				

***Indicate below (or on separate sheet) the type of Contact (i.e., Civil Rights, or Other), the number, and the subject matter of contacts referred to other sources outside of the incident for assistance:

****Contr/Vendor/Prog

*****Individual Fed. Employee, Agency Crew, AD Hire, AD Crew

HUMAN RESOURCE SPECIALIST: _____ **DATE:** _____

Submit copy to Geographic Area HRSP Coordinator

INSTRUCTIONS FOR COMPLETING HRS CONTACT INFORMATION REPORT

INCIDENT NAME: Enter the name of the emergency incident

INCIDENT LOCATION: Enter the name of the state, closest city/town and/or general area description

INCIDENT MANAGEMENT RESPONSIBILITY: Enter the Incident Commander's name

HUMAN RESOURCE SPECIALIST'S NAME: Enter the name of the HRS(s) assigned to the incident

HUMAN RESOURCE SPECIALIST'S EMAIL ADDRESS: Enter the email address(s) of the HRS(s) assigned to the incident

1. **TOTAL NUMBER OF CONTACTS PER ENTIRE INCIDENT:** Enter the total number of all documented contacts for the incident named above
 - a. **Number of Civil Rights Contacts:** Enter the total number of all documented contacts for the incident named above which dealt with alleged discrimination in the delivery of Federal services and/or programs in employment practices and/or work environment.
 - b. **Number of Other Contacts:** Enter the total number of all documented contacts for the incident named above which dealt with issues other than discrimination as described in (a) and (b) above. For example: Conflict/Lack of Mutual Respect; other inappropriate work behaviors; illegal drugs; alcohol; R&R/working conditions; hours of duty, etc.
2. **NATURE OF CIVIL RIGHTS CONTACTS:** In the corresponding box of the table, under the Civil Rights Contact heading, enter the total number of Civil Rights contacts for this incident dealing with a particular basis of discrimination as listed. In that same column provide "subtotals" and "totals" of Civil Rights Contacts, in corresponding boxes. In the far right "total" column, in the corresponding box, enter the total number of contacts for the corresponding basis of discrimination. The total in the right bottom box of the table should match the total in 1(a).
3. **NATURE OF CONTACTS – OTHER THAN CIVIL RIGHTS:** In the corresponding box of the table, under the columns broken out under Other Contacts heading (i.e., Contr/Vendor/Prog, Indiv. Fed. Emp., Agency Crew, etc), enter the total number of contacts for this incident dealing with a particular basis of contact as listed. If the basis of contact is not listed, enter it under "other". Enter the total of Other Contacts, in corresponding boxes for the broken out columns. In the far right "total" column, in the corresponding box, enter the total number of contacts for the corresponding basis of contact. The total in the right bottom box of the table should match the total in 1(b).
4. **STATUS OF CONTACTS:** In the corresponding box of the table, under the headings Civil Rights, Other Contacts, enter the total number of contacts for this incident, dealing with those corresponding headings, which match the status identified (i.e., resolved or referred to..). Enter the total number of contacts, at the bottom of table, in corresponding boxes for the broken out columns. In the far right "total" column, in the corresponding box, enter the total number of contacts meeting that particular status. The total in the right bottom box of the table should match the total number of contacts per entire incident (item #1). Provide a brief description of the type, number and "subject matter" of those contacts referred (i.e. (2) Civil Rights - sexual harassment contacts; (1) Other - illegal drugs contact; etc).

**HUMAN RESOURCE SPECIALIST (HRSP)
CONTACT INFORMATION REPORT
BY GEOGRAPHIC AREA
3/07**

GEOGRAPHIC AREA: _____

GEOGRAPHIC AREA HRSP COORDINATOR: _____

GEOGRAPHIC AREA COORDINATOR EMAIL: _____

1. **TOTAL NUMBER OF CONTACTS PER GEOGRAPHIC AREA:** _____

a) **Number of Civil Rights Contacts:** _____

b) **Number of Other Contacts:** _____

2. **NATURE OF CIVIL RIGHTS:**

CIVIL RIGHTS CONTACTS 1(A)						
	Indiv. Fed. Emp.	Agency Crew	AD Hire	AD Crew	Contr/Vendor/Prog	TOTAL
Basis of Discrimination:						
Race						
Color						
Sex/Gender*						
Sexual Harassment*						
National Origin						
Religion						
Disability/Mental						
Disability/Physical						
Age (40+ years)						
SUBTOTAL						
Sexual Orientation**						
Marital Status**						
Genetic Information**						
Family/Parental Status**						
SUBTOTAL						
TOTAL						

* Sexual harassment is a form of sex discrimination.

** These bases of discrimination are not covered by Title VI or VII law but may be covered by Executive Order and are processed by USDA under the EEO administrative process. Department decisions are not appealable outside USDA.

3. NATURE OF CONTACTS – OTHER THAN CIVIL RIGHTS: For each contact that required performance of research, conflict resolution, and/or recommendations to resolve problems, pick one area.

OTHER CONTACTS 1(B)						
	Contr/Vendor/Prog	Individual Fed. Employee	Agency Crew	AD Hire	AD Crew	TOTAL
Basis of Contact:						
Conflict/Lack of Mutual Respect						
Working Conditions						
CISM						
Hours of Duty						
Illegal Drugs						
Alcohol						
Prevention/Awareness Training						
Performance						
Security						
Pay						
Defusing/Personal Emergency						
Other (apply to categories listed above if possible)						
TOTAL						

4. STATUS OF CONTACTS:

	Civil Rights Contacts	Other Contacts		TOTAL
		CVP****	Employee*****	
Status:				
Contact Issues Resolved at Incident				
Contact Issues Referred to Sources Outside of Incident***				
TOTAL				

***Indicate below (or on separate sheet) the type of Contact (i.e., Civil Rights, or Other), the number, and the subject matter of contacts referred to other sources outside of the incident for assistance:

****Contr/Vendor/Prog

*****Individual Fed. Employee, Agency Crew, AD Hire, AD Crew

UNIT HRSP COORDINATOR: _____ DATE: _____

REGIONAL F&AM DIRECTOR: _____ DATE: _____

REGIONAL CIVIL RIGHTS DIRECTOR: _____ DATE: _____

Submit copy to National HRSP Coordinator