



**U.S. Agency for International Development (USAID)  
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2020**

EEOC Form 715-01 PART A D	<b>U.S. Equal Employment Opportunity Commission (EEOC) USAID ANNUAL EEO PROGRAM STATUS REPORT</b>
For period covering October 1, 2019 to September 30, 2020	

**Part A - Department or Agency Identifying Information**

Agency	Second Level Component	Address	City	State	Zip Code	Agency / FIPS Code
USAID	N/A	1300 Pennsylvania Ave, NW.	Washington	D.C.	20523	AM00

**Part B - Total Employment**

Permanent Workforce	Temporary Workforce	Total Workforce
3,289	605	3,894

**Part C - Agency Officials Responsible for Oversight of EEO Program(s)**

Agency Leadership	Name	Title
Head of Agency	Gloria Steele	Acting Administrator
Head of Agency Designee	Ann Marie Yastishock	Chief Advisor to the Acting Administrator
EEO Program Staff	Name	
Principal EEO Director/Official	Ismael Martinez	
Affirmative Employment Program Manager	Vacant	
Complaint Processing Program Manager	Liza Almo	
Diversity & Inclusion Officer	Clifton Kenon	
Hispanic Program Manager (SEPM)	Kimberly Castillo	
Women's Program Manager (SEPM)	Vacant	
Disability Program Manager (SEPM)	Linda Wilson	
Special Placement Program Coordinator (Individuals with Disabilities)	Linda Wilson	
Reasonable Accommodation Program Manager	Mark McKay	
Anti-Harassment Program Manager	Kayce Munyeneh	
ADR Program Manager	Rahwa Woldeyesus	
Compliance Manager	Steven Kelly	
Principal MD-715 Preparer	Joanne Denney	
Other EEO Staff	N/A	



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**Part D.1 – List of Subordinate Components Covered in this Report**

Subordinate Component	City	State	Country (Optional)	Agency Code	FIPS Codes
N/A					

**Part D.2 – Mandatory and Optional Documents for this Report**

Did the Agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	Yes	
EEO Policy Statement	Yes	
Strategic Plan	Yes	
Anti-Harassment Policy and Procedures	Yes	EEOC approved - awaiting Agency final approval.
Reasonable Accommodation Procedures	Yes	EEOC approved - awaiting Agency publication.
Personal Assistance Services Procedures	Yes	Intranet only
Alternative Dispute Resolution Procedures	Yes	

Did the Agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	Yes	
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	No	USAID anticipates finalizing the the 2021-2023 Disability Employment Strategic Plan by the end of FY 2021
Diversity and Inclusion Plan under Executive Order 13583	Yes	
Diversity Policy Statement	No	This will be completed in FY 2021.
Human Capital Strategic Plan	Yes	
EEO Strategic Plan	No	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

**Part E.1 – Executive Summary: Mission**

On behalf of the American people, the U.S. Agency for International Development (USAID) advances U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to recipient self-reliance and resilience. In support of U.S. foreign policy, USAID leads the U.S. government’s international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.



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The Office of Civil Rights and Diversity (OCRD) provides leadership, strategic direction, guidance, technical assistance, and advice regarding the Agency’s Equal Employment Opportunity (EEO) Program, which includes the EEO Complaints, Anti-Harassment, Affirmative Employment, Alternative Dispute Resolution, Reasonable Accommodation, and Diversity and Inclusion Programs at USAID in accordance with federal laws, regulations, directives, Executive Orders, guidance, and Agency policies.

OCRD organized an action team to create this MD-715 report, track progress toward planned activities, and analyze workforce data tables to identify and address any triggers leading up to barriers of employment. Using the results of the data analysis, the MD-715 team in partnership with representatives from across the Agency analyzed USAID’s policies, practices, and procedures while assessing the Agency’s current efforts to identify and eliminate employment barriers that impede free and open competition in the workplace.

The Self-Assessment Checklist reflects 156 measures that make up the six essential elements of a Model EEO Program. However, there are only 153 applicable measures for USAID shown in the scorecard below. For each deficiency in Part G that requires additional explanation, a corresponding recommendation in Part H includes planned remediation activities. It is important to note that in FY 2020, USAID met 90.85% (139) of the compliance measures as compared to 66.01% (101) measures in FY 2019; an increase of 24.84% (38) measures.

Below is the aggregated scorecard that tracks the Agency’s compliance with EEOC’s six essential elements of a model EEO program as it relates to the 153 applicable measures.

Model EEO Program Scorecard (FY 2020)			
	# Met	# Total / (excludes N/A)	% Met
<b>Essential Element A:</b> Demonstrated Commitment from Agency Leadership	13	14	92.85%
<b>Essential Element B:</b> Integration of EEO into the Agency’s Strategic Mission	27	37	72.97%
<b>Essential Element C:</b> Management and Program Accountability	41	44	93.18%
<b>Essential Element D:</b> Proactive Prevention	14	14	100%
<b>Essential Element E:</b> Efficiency	32	32	100%
<b>Essential Element F:</b> Responsiveness and Legal Compliance	12	12	100%
<b>TOTAL</b>	<b>139</b>	<b>153</b>	<b>90.85%</b>

### Part E.2 - Executive Summary: Essential Element A-F

#### **Element A: Demonstrated Commitment from Agency Leadership**

*This element requires Agency leadership to communicate a commitment to EEO and discrimination-free workplace.*

In FY 2020, due to the worldwide COVID-19 pandemic, USAID’s global workforce had to adjust and adapt to a virtual working environment, generally at alternative work sites such as their homes in the United States and overseas, which created unique challenges for Agency leadership as well as the workforce. Despite these challenges, USAID’s Acting Administrator and senior Agency leadership continued to demonstrate their commitment to a work environment free from



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discrimination, harassment, and retaliation.

Of particular note during FY 2020, the Acting Administrator prioritized continuous engagement with the Agency's Employee Resource Groups (ERGs) to solicit their feedback and perspective about challenges with increasing diversity and addressing possible barriers to equal opportunity in USAID. This open dialogue, which continues, laid the groundwork for Agency actions to identify and begin to address instances of inequality in the USAID workforce such as pay inequities between men and women.

The Agency adequately resourced OCRD, to include an Affirmative Employment Program Specialist, as well as several other staff in the Diversity, Equity, and Inclusion (DEI) Division; a fully staffed Reasonable Accommodation Program and Administrative Management Services team; and several new hires for the Complaints and Resolution Division. This enabled the Office to administer a timely and responsive EEO Complaints and Anti-Harassment programs and provide robust training on EEO and diversity, equity, and inclusion matters.

During this very difficult year, the Acting Administrator encouraged and supported Agency leadership to hear from the USAID workforce about their concerns and experiences regarding the increased racial tensions in the United States and heightened attention to social justice and systemic racism. Leadership from more than 70 Bureaus, Independent Offices, and Missions (B/IO/M) held virtual "town halls" to make space for colleagues to share their experiences, insights, challenges, and recommendations. These town halls also served as a venue for educating the global USAID workforce about key components of the Agency's EEO Program, including rights and responsibilities and how to contact the Agency's EEO Complaints and Anti-Harassment Program staff.

Additionally, the workforce provided valuable feedback the Agency used to develop a comprehensive training program: Respectful, Inclusive, and Safe Environment (RISE), which includes modules on anti-harassment, unconscious bias, racial sensitivity, microaggressions, professionalism, etc. This program today is endorsed fully by the Agency Executive Diversity Council and is a joint effort among various Bureaus and Independent Offices (B/IOs). Through this program and platform the communication of EEO policies and procedures is consistently messaged across the Agency.

***USAID met 13 of the 14 applicable measures for Element A, with one measure not met. The Agency developed a plan in Part H (A.2.a.1) to ensure the deficiency is addressed appropriately.***

#### **Element B: Integration of EEO into the Agency's Strategic Mission**

*This element requires that the Agency's EEO programs are structured to maintain a workforce that is free from discrimination and support the Agency's strategic mission.*

In FY 2020, USAID's EEO Program became more efficient and effective as a result of an increase in OCRD's staff. Although there are still deficiencies in this element, the increased staff has resulted in a functioning Agency EEO Program. For example, increased staff assigned to OCRD's DEI Division began to administer the Affirmative Employment Program (AEP), conduct a range of DEI training, provide guidance and assistance to B/IOs as they stood up Diversity Committees, and engage in increased outreach and engagement with Agency leadership in Washington and overseas. Agency EEO Program staff assisted Agency leadership with understanding and meeting their EEO responsibilities, including creating awareness about AEP functionality; consulting with B/IOs to advise and offer best practices for DEI; conducting training on EEO rights and responsibilities as well as on DEI topics; providing technical assistance and broad outreach via the Agency's Executive Diversity Council (co-chaired by the Deputy Administrator and OCRD Director); and enabling collaboration and coordination with ERGs.

To ensure that EEO principles continue to be integrated into the Agency's strategic mission, the Director of OCRD (the Agency EEO Official) reports to the Head of the Agency—the USAID Administrator—as required by EEO laws, regulations, policies, and directives. Additionally, in FY 2020, the OCRD Director presented to the USAID Administrator and other senior Agency leadership the "State of the Agency on the EEO Program" briefing on the FY 2019 MD-715 report, which covered the assessment of the Agency's EEO Program performance against EEOC's six essential elements of the model EEO Program; the analyses of workforce data and triggers identified leading to employment



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barriers; and the strategies developed to address the barriers.

OCRD partnered with HCTM's Foreign Service Center (FSC) in a number of workforce-related activities, including advising on Foreign Service (FS) personnel processes such as interviewing and hiring, tenure and promotion boards, Senior Leadership Group assignments, and bidding and tour assignments to promote greater diversity. OCRD also provided advice about best practices to address underrepresentation in the FS workforce and training to help mitigate bias in hiring, tenuring, promoting and selecting individuals for FS tours and positions.

The Agency established an Accountability Working Group, comprising OCRD, the Office of the General Counsel, and HCTM's Office of Employee and Labor Relations (ELR). The working group addresses challenges/barriers to effective dispute resolution, counters challenges to effective accountability of bad actors, bolsters trust/respect of Agency mechanisms for ensuring workplace standards of conduct, and advances proactive solutions to mitigate Agency liability and promote civility across a dispersed geographical workforce.

Finally, in FY 2020, Agency leadership and OCRD supported the Agency's ERGs as they focused on increasing awareness and identifying resources to facilitate work-life integration and balance during the pandemic. The Agency welcomed the ERGs' engagement with senior leadership to educate them about challenges faced by the workforce and provide feedback about available workplace flexibilities. The engagement also allowed ERGs to advocate for equitable approaches to training and professional development opportunities and assist with and support the development of the EEO Program initiatives and activities in support of the global USAID workforce .

***USAID met 27 out of 37 applicable measures for Element B, with ten measures not met. The Agency developed the recommendations in Part H ([B.4.a.5](#), [B.5.a.1](#), [B.5.a.2](#),[B.5.a.3](#), [B.5.a.4](#), [B.5.a.5](#), [B.6.a](#), [B.6.b](#), [B.6.c](#), [B.6.d](#)) to ensure the deficiencies are addressed appropriately.***

#### **Element C: Management and Program Accountability**

*This element requires the Agency leadership to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the Agency's EEO Program and Plan.*

In FY 2020, USAID made significant improvements in this element. For example, the Agency has made significant improvements to its Anti-Harassment Program. USAID has also established a firewall between the Anti-Harassment Program and the EEO Complaints Program and EEO Official. The Agency drafted a comprehensive Anti-Harassment policy and procedures that comply with the EEOC's enforcement guidance, which USAID will publish and publicly disseminate in FY 2021.

In FY 2020, USAID also increased the Reasonable Accommodation (RA) Program staff from one to two people including a Reasonable Accommodation Program Manager and a Reasonable Accommodation Specialist. The Agency, through its American Sign Language (ASL) Interpreting Services contract, oversees approximately 18 contract staff who serve as ASL interpreters for the global workforce.

To build awareness, the RA program held a virtual "meet and greet" session to get to know the new RA program staff. They also hosted two other webinars during the Americans with Disabilities Act 30th anniversary celebration to answer questions on the reasonable accommodation process and workplace accommodations. These sessions included both management and employees. To support management specifically, RA program staff implemented a training learning module showcasing the RA process from the start of the request to the implementation of the accommodation available on the intranet to USAID.

As facilitators of the RA interactive accommodation process, the RA staff advised and counseled management and employees on the regulation and policy requirements and their rights and roles within. This included a change to the Agency policy that implemented a paradigm shift in decision-making from the RA program to management. USAID has also established a firewall between the RA Program and the EEO Official. The firewall spelled out in the revised Automated Directives System (ADS) Chapter 111 on Procedures for Providing Reasonable Accommodation for





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Individuals with Disabilities that the EEO Official is not involved in RA decisions.

Additionally, one Bureau in USAID is leading the way for implementing best practices for accountability. In this Bureau, the supervisors' and managers' performance evaluations will include a diversity and inclusion checklist that will be used annually to evaluate supervisors and managers on diversity and inclusion management. Concurrently, the Bureau began piloting the use of specific elements in annual performance plans to assess employees on how they foster a climate of respect in interactions with others, value differing perspectives, and treat others in a fair, equitable, and culturally sensitive manner. The plans now make clear that all employees are expected to adhere to EEO policies and value diversity and inclusion in performing everyday duties and responsibilities.

**USAID met 41 out of 44 applicable measures for Element C. with three measures not met. The Agency developed recommendations in Part H (C.1.a, C.1.b, C.2.c.1) to ensure the deficiencies are addressed appropriately.**

#### **Element D: Proactive Prevention**

*This element requires that the Agency leadership make early efforts to prevent discrimination and identify and eliminate barriers to equal employment opportunity.*

USAID has corrected all deficiencies in this element. As a result of having increased staff and resources in FY 2020, the Agency anticipates increased capability in providing the appropriate proactive support such as for regular reviews of workforce data to identify triggers; assistance to senior Agency leadership with developing and implementing barrier analysis plans and plans of action to address the identified barriers; and development and implementation of action plans for the recruitment, hiring, and advancement of employees with disabilities. The Agency continues to take preventive measures on an ad hoc basis consulting with B/I/O/MS to analyze demographic data, identify employment gaps, recommend possible solutions, and help assess progress through reviews of the Agency's Federal Employee Viewpoint Survey and other available data.

OCRD conducted more than 130 outreach and capacity-building services, including facilitation of Listening/Envisioning Sessions, consultations with management and employees on the establishment of Diversity, Equity, and Inclusion Councils/Working Groups, assisting with workplace survey reviews, recruitment/hiring, and advising on other DEI workplace issues. OCRD's DEI Team conducted more than 40 training sessions, to include Unconscious Bias, Speed of Trust, Micro-Messages in the Workplace, "D&I 101," and other DEI-related sessions. Furthermore, the ERGs collaborated with OCRD to conduct several educational special observances during their respective observance days and months.

OCRD in collaboration with USAID's ERGs and other Agency stakeholders have updated the Agency's 2017-2020 Diversity and Inclusion Strategic Plan. The team, led by OCRD, conducted a comprehensive gap analysis across the Agency and Federal Government related to diversity and inclusion, to include key stakeholder interviews, focus groups, and listening sessions. It also worked to develop and implement monitoring and evaluation plans for USAID's 2020-2023 Diversity and Inclusion Strategic Plan to measure its progress in achieving the stated goals; and facilitated listening sessions, discussions, and other fora on relevant current events, such as the killings of George Floyd and Breonna Taylor. This approach provided an avenue for employee engagement on topics such as social justice, workforce diversity, sexual harassment, and workplace bullying. This approach also helped identify barriers to inclusivity in the workplace, while proposing recommendations to take corrective actions on Agency policies or practices to reduce or remove said barriers. For example, because of advocacy and collaboration from the Agency's ERGs, USAID took action to address pay inequities between men and women for personal services contractors by removing a requirement for applicants to provide their salary history.

To advance diversity and inclusion throughout the Agency, OCRD collaborated with ERGs and other Agency stakeholders, hosting more than 50 events that celebrated and recognized the achievements and contributions of USAID's workforce; conducting outreach events and awareness, training, and advising on professional development



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opportunities that promoted employee self-advocacy, career advancement, and information sharing for USAID's workforce. These collaboration efforts led to other activities such as employing a diverse group of students from the Federal Government Virtual Internship Program to work on ERG business-related matters; surveying the Agency on diversity, inclusion, and/or workplace culture to compare workforce diversity across General Schedule (GS) levels; participating in workgroups to understand the impacts of COVID-19 on USAID's workforce to better advocate for the health and well-being of its constituents; and serving as informal mentors to newly approved ERG groups. OCRD also provided consultation on ADS 113, Preventing and Addressing Sexual Misconduct policy, and offered spaces for employees to discuss shared concerns and receive advice and encouragement from others with similar backgrounds, experiences, and interests to foster an inclusive workplace culture. These events happened throughout the fiscal year, with event attendance upward of 750 people.

In addition, according to the FY 2020 FEORP Report, USAID increased its hiring of disabled veterans with a 30 percent or more disability by hiring 11 (4.2%) Veterans compared to five (2%) in FY 2019. In FY 2020 the Agency hired five (1.9%) persons with targeted disabilities through the Schedule A Hiring Authority compared to ten (4%) in FY 2019 and one (0.4%) Veteran with a targeted disability through the Schedule A Hiring Authority.

**USAID met all 14 applicable measures for Element D. The corrected deficiencies can be found as accomplishments in part [E.4](#) of the Executive Summary.**

#### **Element E: Efficiency**

This element requires the Agency leadership to ensure that there are effective systems for evaluating the impact and effectiveness of the Agency's EEO programs and an efficient and fair dispute resolution.

As a result of increasing the number of staff members in OCRD's Complaints and Resolution Division, the Office corrected many measures to provide a more effective and efficient complaint process. Complaints and Resolution developed internal metrics to improve the timeframe for processing complaints. For example, the average number of days a case is in investigation dropped to 219.07 in FY 2020, the lowest number for the fiscal years tracked by the 462 Report (FYs 2015-2020). In addition, the Division is effectively using iComplaints, the EEO tracking system, to manage timeframes and provide accurate complaints data for reports such as this MD-715.

As a result of increasing the number of staff in the RA Program (from one to two), many measures were corrected to provide a more effective and efficient complaint process. For example, the RA staff established a case-tracking system, which was able to improve the timeframe (within 30 days) for making decisions on accommodation requests after receipt of the initial request. RA staff now processes timely RA requests. OCRD's average processing time for FY 2020 was 9.53 days, which is an improvement from the prior year of 41.55 days.

**USAID met all 32 applicable measures for Element E. The corrected deficiencies can be found as accomplishments in part [E.4](#) of the Executive Summary.**

#### **Element F: Responsiveness and Legal Compliance**

This element requires the Agency to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

In FY 2020, OCRD was able to timely comply with established EEO complaints processing timeframes. These successes are a result of OCRD utilizing a functional complaints tracking system, designating a compliance officer responsible for facilitating and tracking corrective actions, and creating a tracker to monitor timelines closely for each step of the EEO complaint process, including when settlement agreements and EEOC findings are received. OCRD also fully complied with all timelines associated with acceptance/dismissal letters, completion of investigations, and final Agency decisions deadlines to ensure that the EEO complaint process continued to be in compliance.

**USAID met all 12 applicable measures for Element F. The corrected deficiencies can be found as accomplishments in part [E.4](#) of the Executive Summary.**



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**Summary of Triggers Identified and Analyzed** (See Parts I for USAID’s EEO Plan to Eliminate Identified Barriers and Part J for USAID’s Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities)

- Low participation rate of Hispanic Females and Males compared to the CLF
- Low participation rate of American Indian or Alaska Native Females and Males
- Low participation rate of Native Hawaiian or Other Pacific Islander Females and Males.
- Low participation rate of People with Disabilities / People with Targeted Disabilities (PWD/PWTD)

### Part E.3 - Executive Summary: Workforce Analyses

USAID’s workforce comprises many different hiring mechanisms, including federal employees (CS and FSOs), personal services contractors (PSC), which include Foreign Service Nationals (FSNs) and Third-Country Nationals (TCNs), and institutional support contractors (ISC). Federal employees (“U.S. direct-hires” or “USDH”) make up about one-third of the Agency’s workforce. The majority of USAID’s workforce consists of Foreign Service Nationals and contractors (PSCs and ISCs), for which the Agency currently does not analyze or collect demographic data. The data collected for this report consist of USAID’s CS employee and FSO workforce.

As of September 30, 2020, USAID’s total workforce (permanent and temporary) consisted of 3,894 employees, according to USAID’s payroll provider, the Department of Agriculture. The workforce consisted of 3,289 permanent employees, of which 1,561 were Civil Service (CS) employees and 1,728 were Foreign Service Officers (FSOs). The FY 2020 total workforce increased from FY 2019 by 9.01 percent. In FY 2020, USAID’s total workforce consisted of 37 percent racial/ethnic minorities exceeding the Civilian Labor Force (CLF) benchmark of 27.64 percent, and 56 percent females, exceeding the CLF of 48.16 percent.

The EEOC defines a trigger as a trend, disparity, or anomaly that suggests the need for further inquiry into a particular policy, practice, procedure, or condition. It is simply a red flag. Triggers can be gleaned from various sources of information, beginning with workforce statistics.

#### USAID Permanent Workforce

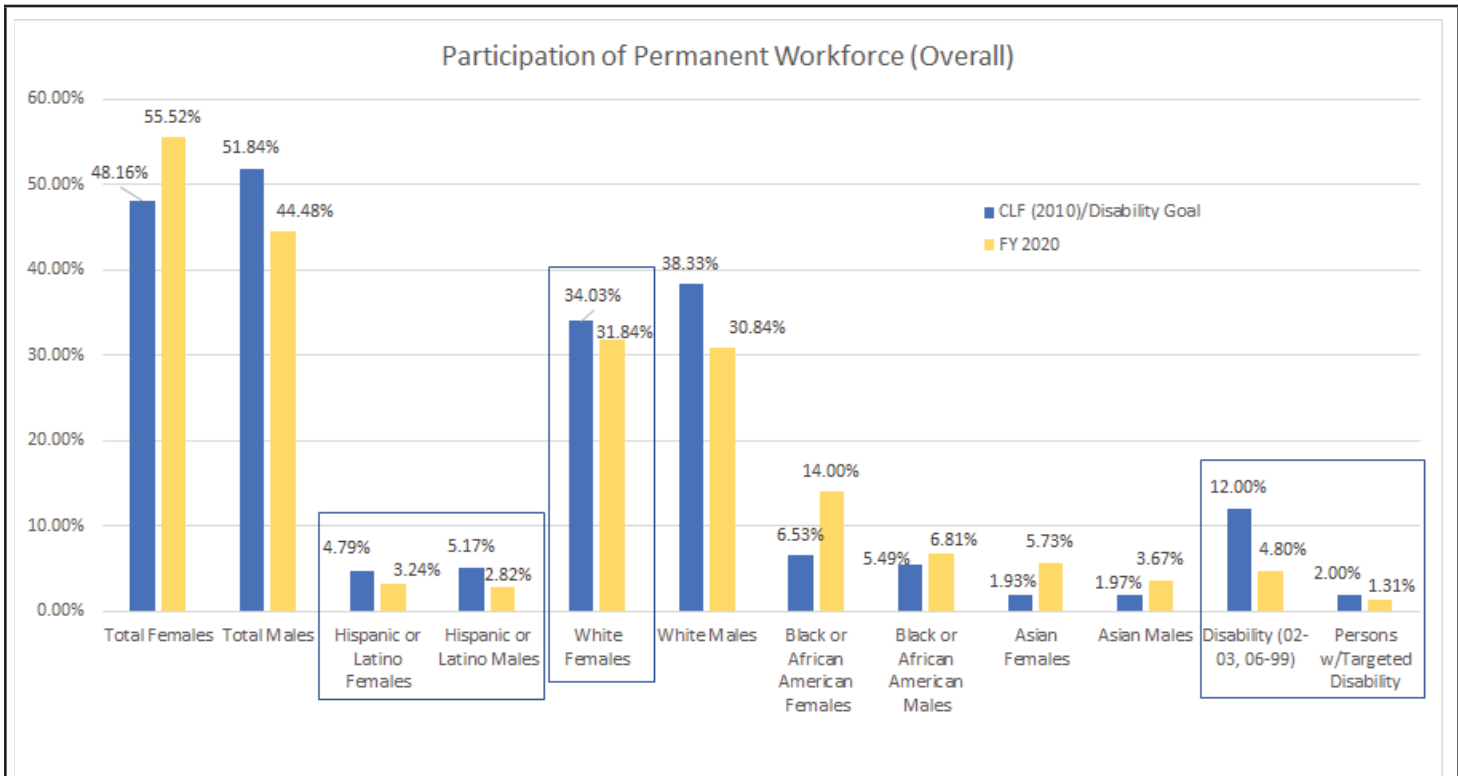
The following chart, which summarizes data presented in depth in the MD-715 Workforce Data Tables, contains an overview of the USAID total permanent workforce by sex/gender and race/ethnicity compared to the CLF and disability status as compared to the Federal Disability Goal (“Disability Goal”).





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- Hispanic Females accounted for 3.24 percent of the Agency’s overall permanent workforce, lower than the CLF of 4.79 percent (gap:1.55%)
- Hispanic Males accounted for 2.82 percent of the Agency’s overall permanent workforce, lower than the CLF of 5.17 percent (gap: 2.35%)
- White Females accounted for 31.84 percent of the Agency’s overall permanent workforce, lower than the CLF of 34.03 percent (gap: 2.19%)
- Employees with disabilities accounted for 4.8 percent of the Agency’s overall permanent workforce, lower than the Federal Disability Goal of 12.0 percent (gap: 7.2%)
- Employees with Targeted Disabilities accounted for 1.31 percent of the Agency’s overall permanent workforce, lower than the Federal Disability Goal of 2 percent (gap:0.69%)

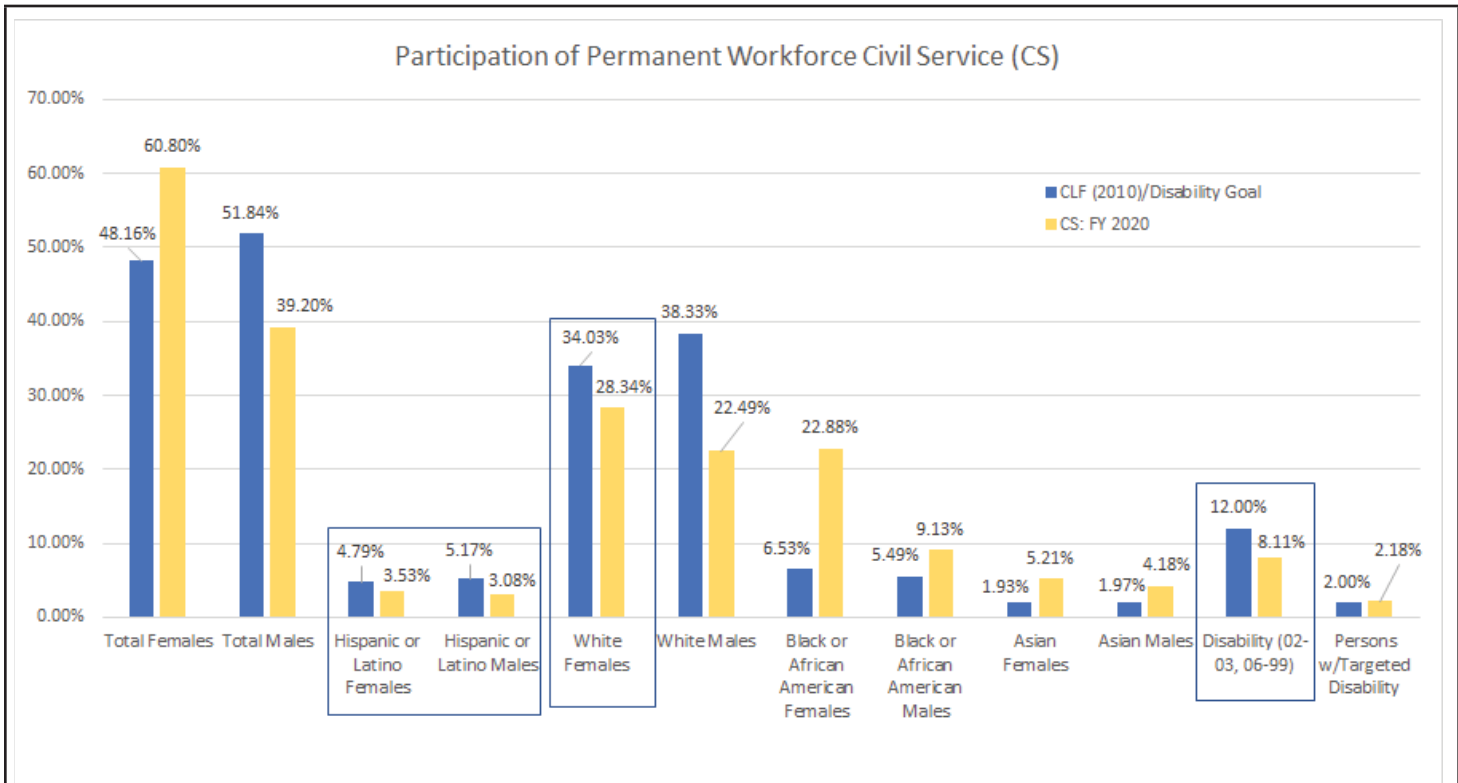
#### USAID Civil Service (CS) Permanent Workforce

The following chart shows the participation of USAID’s CS Permanent Workforce compared to the CLF. Compared to the CLF, the Agency’s FY 2020 CS permanent workforce is underrepresented in the following racial/ethnic groups: American Indian or Alaska Native Females and Males, Hispanic or Latino Females and Males and Native Hawaiian or Other Pacific Islander Females and Males. People with disabilities and with targeted disabilities are also underrepresented in the CS workforce.



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- Hispanic Females accounted for 3.53 percent of the Agency’s CS permanent workforce, lower than the CLF of 4.79 percent (gap: 1.26%)
- Hispanic Males accounted for 3.08 percent of the Agency’s CS permanent workforce, lower than the CLF of 5.17 percent (gap: 2.08%)
- White Females accounted for 28.34 percent of the Agency’s CS permanent workforce, lower than the CLF of 34.03 percent (gap: 5.69%)
- Employees with disabilities accounted for 8.11 percent of the Agency’s CS permanent workforce, lower than the Federal Disability Goal of 12.0 percent (gap: 3.89%)

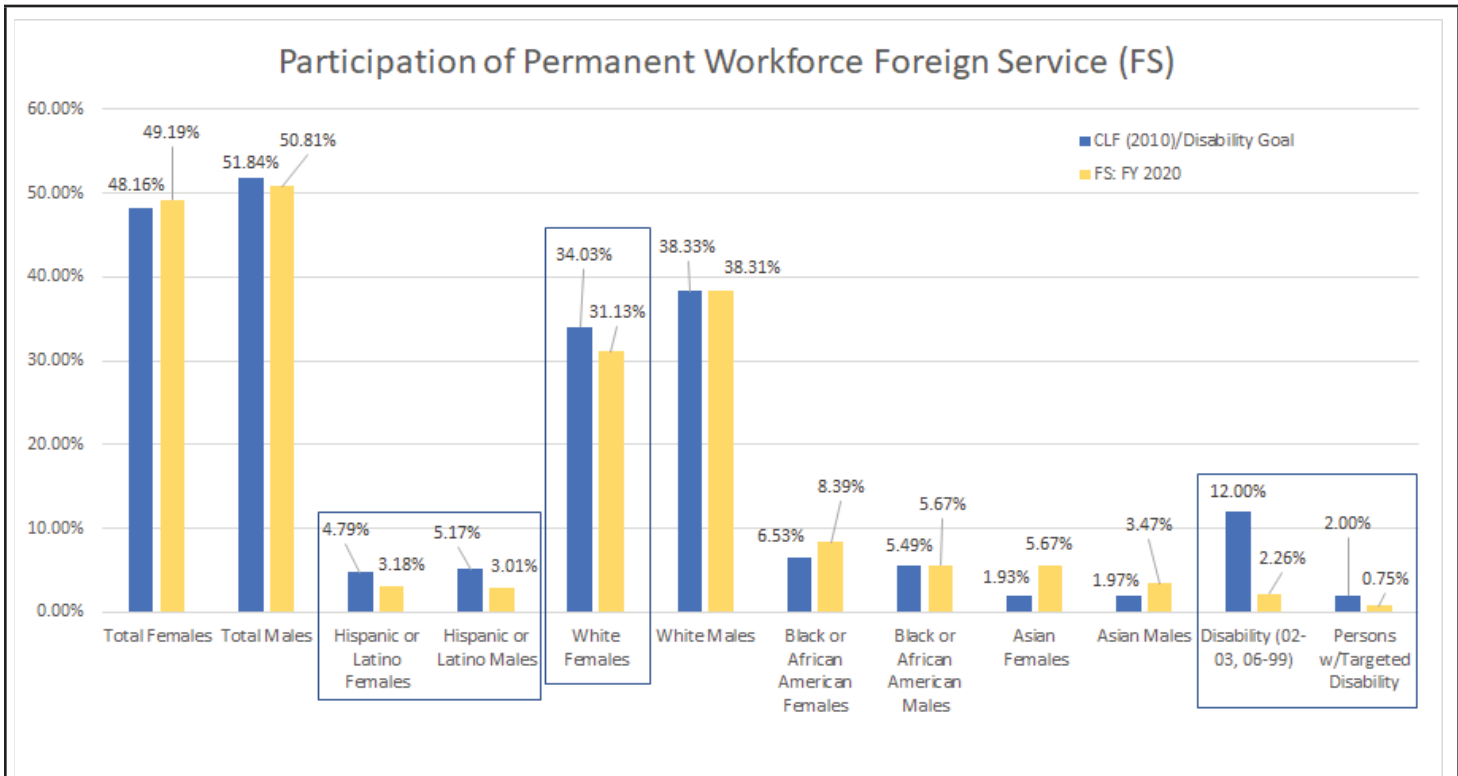
**USAID Foreign Service (FS) Permanent Workforce**

The following chart shows the participation of USAID’s FS Permanent Workforce compared to the CLF. Compared to the CLF, the Agency’s FY 2020 FS permanent workforce is underrepresented in the following racial/ethnic groups: American Indian or Alaska Native Females and Males, Hispanic or Latino Females and Males and Native Hawaiian or Other Pacific Islander Females and Males. People with disabilities and with targeted disabilities are also underrepresented in the FS workforce.



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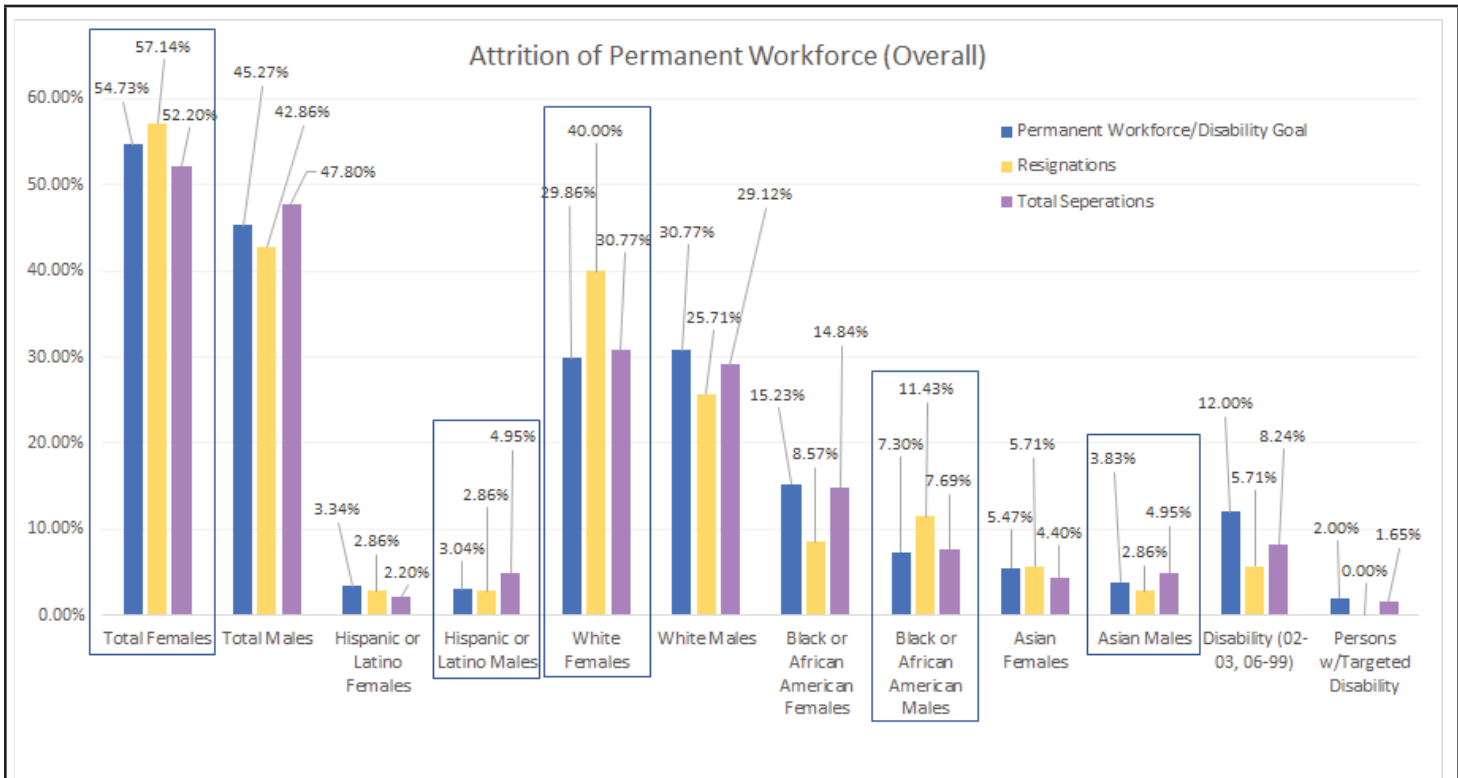
- Hispanic Females accounted for 3.18 percent of the Agency’s FS permanent workforce, lower than the CLF of 4.79 percent (gap: 1.61%)
- Hispanic Males accounted for 3.01 percent of the Agency’s FS permanent workforce, lower than the CLF of 5.17 percent (gap: 2.16%)
- White Females accounted for 31.13 percent of the Agency’s FS permanent workforce, lower than the CLF of 34.03 percent (gap: 2.9%)
- Employees with disabilities accounted for 2.26 percent of the Agency’s FS permanent workforce, lower than the Federal Disability Goal of 12.0 percent (gap: 9.74%)
- Employees with Targeted Disabilities accounted for 0.75 percent of the Agency’s FS permanent workforce, lower than the Federal Disability Goal of 2 percent (gap: 1.25%)

#### Attrition via Resignation of Overall Permanent Workforce



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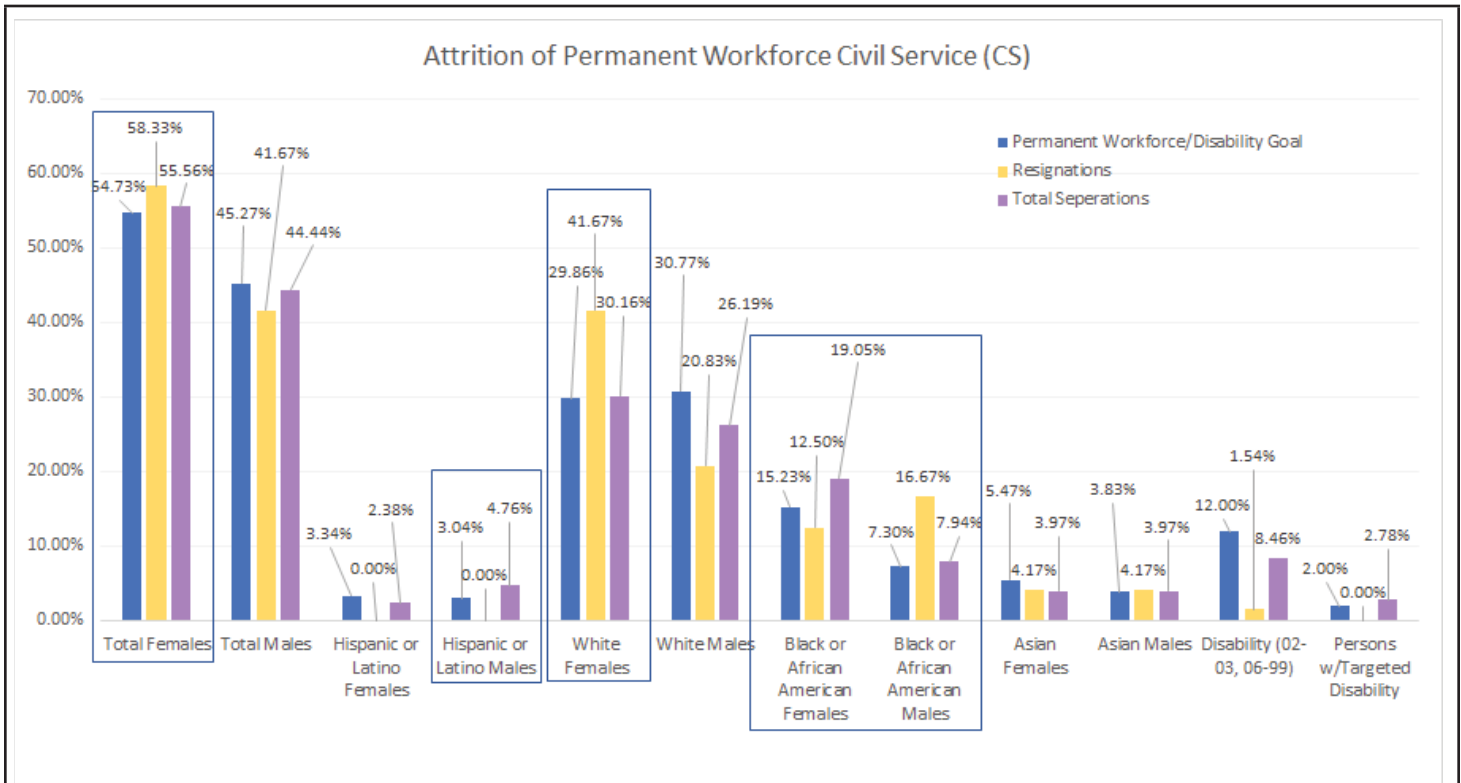


- 57.14 percent of all Agency resignations were Females, compared to the permanent workforce percentage of 54.73 percent (gap: 2.41%).
- 40 percent of all Agency resignations were White Females, compared to their permanent workforce percentage of 29.86 percent (gap: 10.14%).
- 11.43 percent of all Agency resignations were Black or African American Males, compared to their permanent workforce percentage of 7.69 percent (gap: 2.14%).

#### Attrition via Resignation of CS Permanent Workforce

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- Total Female accounted for 58.33 percent of the total resignations of the permanent Civil Service workforce compared to their permanent workforce percentage of 54.73 percent (gap: 3.6%)
- White Females accounted for 41.67 percent of resignations compared to their permanent workforce percentage of 29.86 percent (gap: 11.81%)
- Black or African American Males accounted for 16.67 percent of resignations compared to their permanent workforce percentage of 7.3 percent (gap: 9.4%)

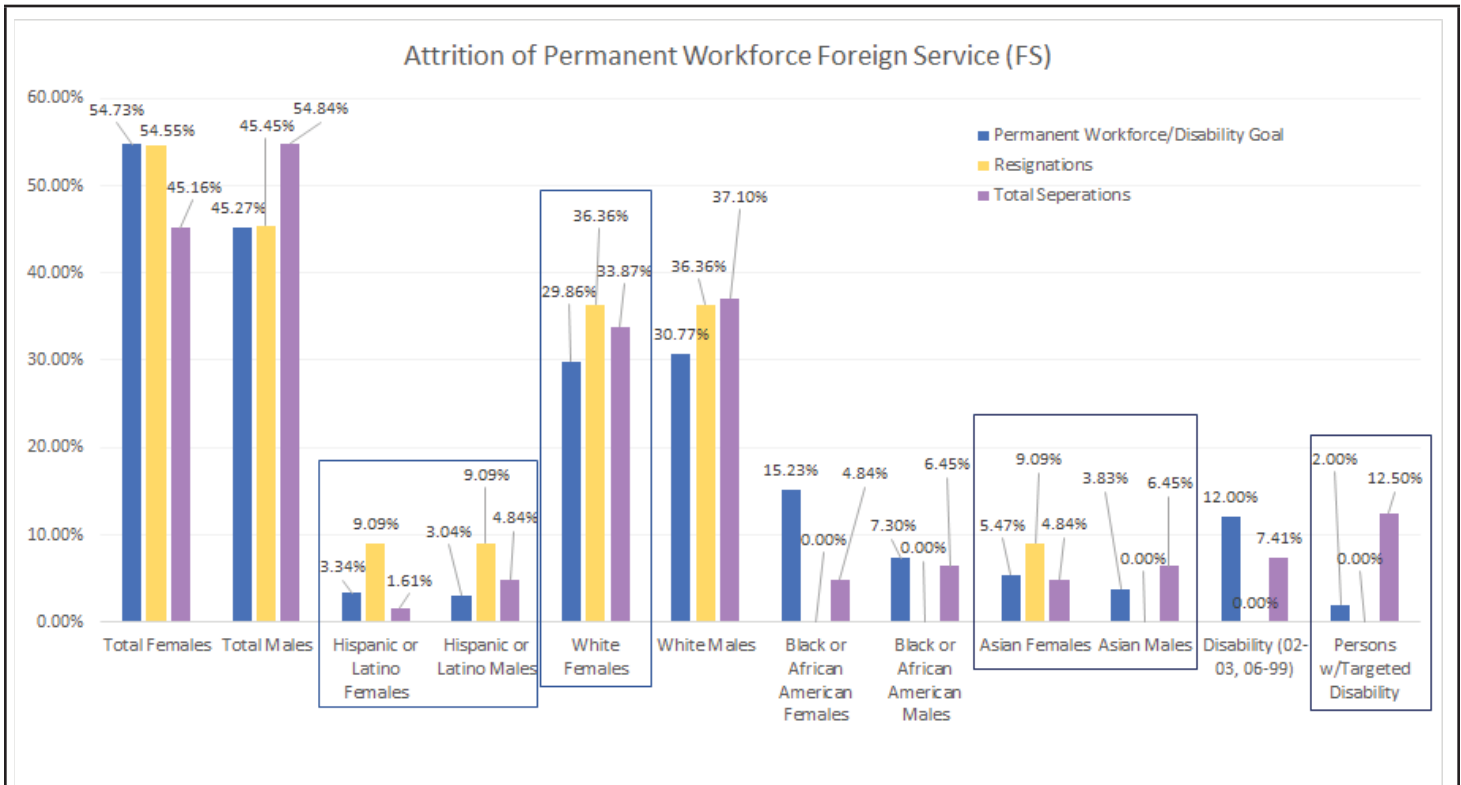
#### Attrition via Resignation of the FS Permanent Workforce





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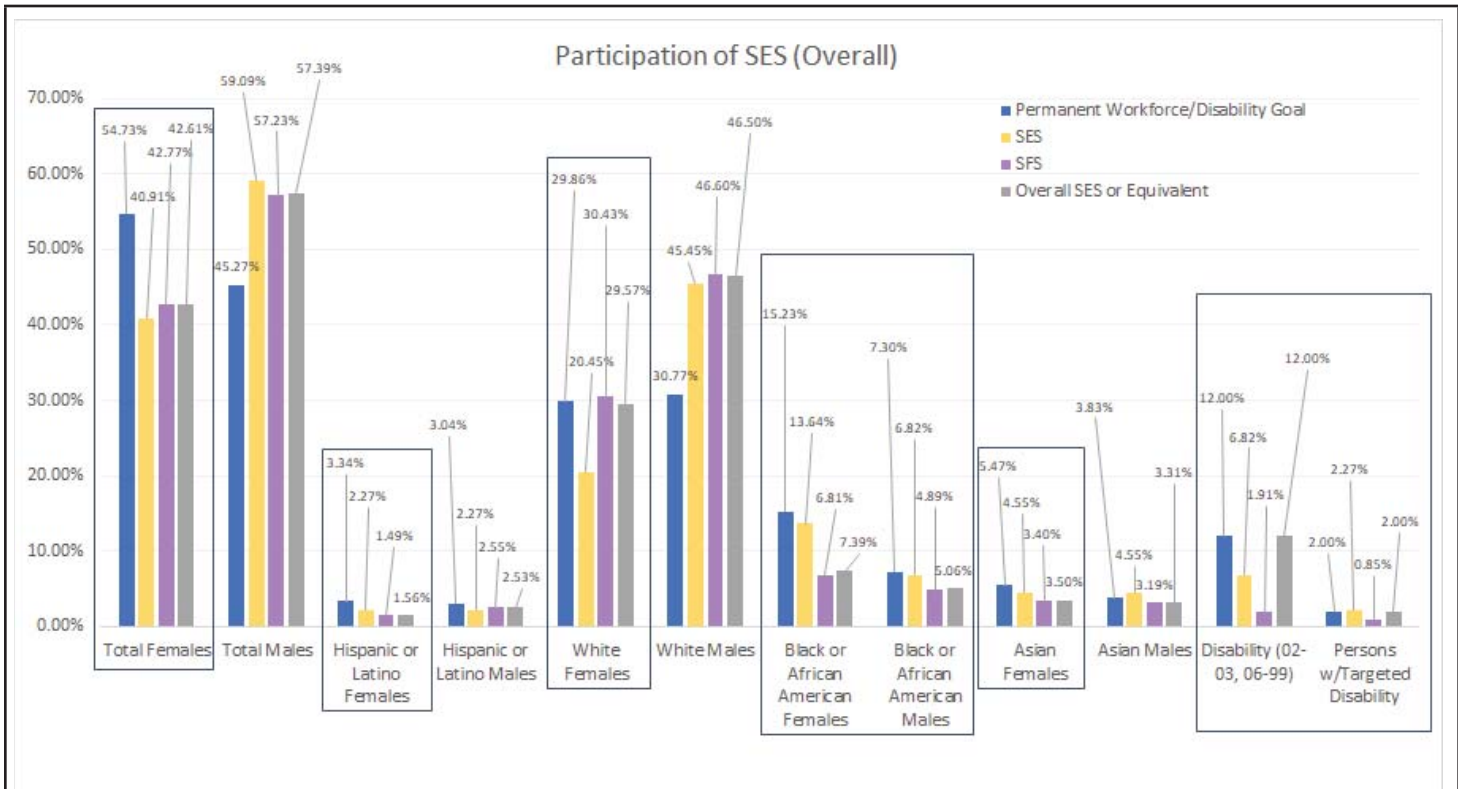


- Hispanic or Latina Females accounted for 9.09 percent of resignations compared to their permanent workforce percentage of 3.34 percent (gap: 5.75%).
- Hispanic or Latino Males accounted for 9.09 percent of resignations compared to their permanent workforce percentage of 3.04 percent (gap: 2.71%).
- White Females accounted for 36.36 percent of resignations compared to their permanent workforce percentage of 29.86 percent (gap: 6.5%).
- Asian Females accounted for 9.09 percent of resignations compared to their permanent workforce percentage of 5.47 percent (gap: 3.62%).

#### Participation of Overall SES or Equivalent Participation

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- Overall Female participation in the SES or Equivalent is 42.61 percent compared to their permanent workforce percentage of 54.73 percent (gap: 12.12%)
- Hispanic or Latina Females participation in the SES or Equivalent is 1.56 percent compared to their permanent workforce percentage of 3.34% (gap: 1.78%)
- Hispanic or Latino Male participation in the SES or Equivalent is 2.53 percent compared to their permanent workforce percentage of 3.04 percent (gap: 0.51%)
- White Females participation in the SES or Equivalent is 29.57 percent compared to their permanent workforce percentage of 29.86 percent (gap: 0.35%)
- Black or African American Females participation in the SES or Equivalent is 7.39 percent compared to their permanent workforce percentage of 15.23 percent (gap: 7.84%)
- Black or African American Males participation in the SES or Equivalent is 5.06 percent compared to their permanent workforce percentage of 7.30 percent (gap: 2.24%)
- Asian Females participation in the SES or Equivalent is 3.5 percent compared to their permanent workforce percentage of 5.47 percent (gap: 1.97%)
- Asian Male participation in the SES or Equivalent is 3.31 percent compared to their permanent workforce percentage of 3.81 percent (gap: 0.5%)

### Part E.4 - Executive Summary: Accomplishments

During FY 2020, USAID counted a number of accomplishments related to the Agency's EEO Program.

The Agency continued to adequately fund and staff OCRD, which manages the Agency's EEO and Diversity, Equity, and Inclusion Programs, enabling better functionality of the Diversity, Equity, and Inclusion Division, which is responsible for the Agency Affirmative Employment Program, and a more robust RA Program. The Complaints and Resolution Division, responsible for the EEO Complaints Program, Anti-Harassment Program, and Alternative Dispute Resolution Program,



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strengthened its capability and customer-focused approach with the addition of staff and development of internal metrics, policies, and procedures to better track complaints and effectively process them. As a result, in FY 2020, USAID met 90.85% (139) of the compliance measures as compared to 66.01% (101) measures in FY 2019; an increase of 24.84% (38) measures.

Additional accomplishments include the following:

- OCRD's Acting Director conducted a "State of the Agency on the EEO Program" briefing. USAID's Administrator as well as other senior management officials attended. During the briefing, senior management officials were informed of the six essential elements of the model EEO program, groups that are underrepresented in the Agency's workforce, and the status of the barrier analysis process.
- In July 2020, the AEP staff conducted a self-assessment of the Agency for possible program deficiencies.
- In August 2020, USAID began a Barrier Analysis working group. USAID was able to conduct a barrier analysis in FY 2020 and will reconvene this group in spring 2021. Barrier Analyses are planned for spring 2021.
- The Agency drafted a comprehensive Anti-Harassment Policy and procedures that it will publish in FY 2021 that complies with EEOC's enforcement guidance. The Anti-Harassment Policy requires corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment.
- In January 2020, the Agency established a firewall between the Chief of the Complaints and Resolution Division, which serves as the anti-harassment coordinator, and OCRD's Director. The Director is not involved in anti-harassment decisions. This firewall was delineated in the draft anti-harassment policy that was deemed compliant by the EEOC.
- In FY 2020, the Agency successfully eliminated a backlog of harassment cases. The Agency also hired additional staff to assist with inquiries as well as modified a contract to allow external investigators to conduct inquiries. Metrics and a tracking mechanism were established to timely initiate and complete inquiries.
- OCRD's Anti-harassment Program currently uses Excel to collect, monitor, analyze, and accurately process anti-harassment cases. USAID's Office of the Chief Information Officer (CIO) is currently working on implementing a more viable system through LexisNexisTyler Federal.
- OCRD's RA Program uses Excel to collect, monitor, analyze, and accurately process reasonable accommodation requests. USAID's CIO is currently working on implementing a more viable system through Tyler Federal.
- In FY 2020, OCRD processed accommodation requests within the time frame of 30 business days, as set forth in its RA policy (ADS 111) from October 1, 2019, through September 30, 2020. OCRD's average processing time for FY 2020 was 9.53 days. The total contacts were 244, and 23 were outside of the 30 day limit. OCRD worked on streamlining the process for acquiring reimbursement from the Central Fund and developed internal metrics to ensure requests are processed in a timely manner.
- In June 2020, USAID launched its Affirmative Employment Program. Since then, USAID regularly reviews sources of information to identify barriers including: complaint/grievance data, exit surveys, employee climate surveys, focus groups, employee resource groups, bargaining units, program evaluations, anti-harassment program data, special emphasis programs data, and RA program data.
- During FY 2020, USAID enhanced its EEO Counselor Program, which consists of approximately 60 collateral duty counselors, to manage their learning and development more effectively. In February 2020, OCRD launched an online eight-hour refresher course for EEO Counselors. If EEO Counselors do not complete this course, they are automatically removed from the program. Also, OCRD provides regular one-hour training opportunities for EEO Counselors. Some EEO counseling and all EEO investigations are outsourced to contracted investigators.. USAID's contract requires that the company ensures that their contractors and investigators are properly trained.
- While eliminating the backlog of complaints, in October 2019, the Complaints and Resolution Division created timelines and specific processes for each stage of the complaint process. OCRD implemented metrics and tracking mechanisms to timely complete all stages of the EEO complaint process. Therefore, all FY 2020 cases were timely processed. The Complaints and Resolution Division designates a case manager for each complaint. Throughout the informal and formal complaint processes, the case manager works closely with the counselor and investigator to ensure that all EEOC timelines are met.
  - From the time that the formal complaint is received, the case manager works on the acceptance letter or the dismissal decision. The Agency issues all acceptance letters and dismissal decisions within a reasonable time



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- after receipt of the written EEO Counselor’s Report.

  - o From the time that the complaint is accepted for investigation, the case manager stays in contact with the investigator. The case manager works to ensure that the investigator has all necessary contact information for each individual as well as receives documentation. The case manager works to ensure that there are no roadblocks to the investigation and that all individuals quickly respond and provide any necessary testimony and/or documentation to the investigator. The proactiveness of the case manager helps to ensure that the Agency timely completes all investigations.
- Upon receipt of an appeal, the case manager submits the investigative file to the EEOC’s Office of Federal Operations within 30 days. The Agency designates one to two staff members to ensure compliance with orders of relief and to provide documentation of such compliance to the EEOC in a timely manner.
  - o In April 2020, the Agency submitted the FY 2019 No FEAR Act report to the EEOC in a timely manner.
  - o In FY 2020, the Agency timely posted quarterly No FEAR Act data on the Agency’s public website.
- Due to the pandemic, buildings in the United States and across the world are closed or allowing a limited number of employees. Therefore, OCRD has not been able to update its onsite postings. However, USAID’s intranet has been updated to provide the contact information of the EEO Complaints Team. In addition, OCRD regularly disseminates this information in electronic communications to the Agency. There is a single email address to communicate with Counselors, EEO Program Specialists (case managers), and the EEO Complaints Program Manager, [eeocomplaints@usaid.gov](mailto:eeocomplaints@usaid.gov), which simplifies this task.

#### Part F - USAID Certification

Part F: USAID CERTIFICATION		
I, Ismael Martinez, Acting Director, Office of Civil Rights and Diversity am the Principal EEO Director/Official for The United States Agency for International Development.		
<p>The Agency conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEOC MD-715. If an essential element was not fully compliant with the standards of EEOC MD-715, the Agency conducted a further evaluation and as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>The Agency has also analyzed its workforce profiles aimed at detecting whether any management or personnel policy, procedure, or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p>		
Ismael Martinez <b>Acting Director, Office of Civil Rights and Diversity</b>		
<i>Signature of Principal EEO director/Official Certifies that this Federal Agency Annual EEO program Status Report is in compliance with the EEOC MD-715</i>		<b>DATE</b>
Gloria Steele <b>USAID Acting Administrator</b>		
<i>Signature of Agency Head or Agency Head Designee</i>		<b>DATE</b>



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**Part G - Agency Self-Assessment Checklist**

<b>Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP</b> This element requires the Agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.			
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>A.1 – The Agency issues an effective, up-to-date EEO policy statement.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
A.1.a	Does the Agency annually issue a signed and dated EEO policy statement on the Agency letterhead that clearly communicates the Agency’s commitment to EEO for all employees and applicants? If “yes”, please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes	January 28, 2021
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>A.2 – The Agency has communicated EEO policies and procedures to all employees.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
A.2.a	Does the Agency disseminate the following policies and procedures to all employees:		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	No	The Agency drafted a comprehensive Anti-Harassment policy and procedures that comply with the EEOC's enforcement guidance, which the Agency will publish and publicly disseminate in FY 2021.
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	
A.2.b	Does the Agency prominently post the following information throughout the workplace and on its public website:		
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint	Yes	





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	process? [see 29 C.F.R § 1614.102(b)(5)]		
<b>A.2.b.3</b>	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	<a href="https://www.usaid.gov/sites/default/files/documents/1874/11.pdf">https://www.usaid.gov/sites/default/files/documents/1874/11.pdf</a>
<b>A.2.c</b>	Does the Agency inform its employees about the following topics:		
<b>A.2.c.1</b>	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often.	Yes	The EEO Complaint process is shared during new employee orientation and throughout the informal and formal complaint processes. OCRD’s internal website also contains references.
<b>A.2.c.2</b>	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	Yes	The ADR process is shared during new employee orientation and throughout the informal and formal complaint processes. OCRD’s internal website also contains references.
<b>A.2.c.3</b>	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	The RA process is shared with new employees via memorandum during the pandemic; with the workforce in three virtual events on different accommodation topics from July 2020 to September 2020 to celebrate the ADA30, and with individuals during the reasonable accommodations process.
<b>A.2.c.4</b>	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	Yes	Guidance was shared during training at different USAID locations and during the anti-harassment allegation processing. OCRD’s internal website also contains references.
<b>A.2.c.5</b>	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	Yes	This information is shared during training events at different USAID locations, in Agency Notices, and OCRD’s internal website also contains references.



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 <b>Compliance Indicator</b>  <b>Measures</b>	<b>A.3 – The Agency assesses and ensures EEO principles are part of its culture.</b>	<b>Measure Met? (Yes/No/N/A)</b>	<b>Comments</b>
<b>A.3.a</b>	Does the Agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If “yes”, provide one or two examples in the comments section.	Yes	USAID ADS 491 provides guidance: <a href="https://www.usaid.gov/sites/default/files/documents/1877/491.pdf">https://www.usaid.gov/sites/default/files/documents/1877/491.pdf</a> “EQUAL EMPLOYMENT OPPORTUNITY AWARD – This award recognizes one individual or one group that makes exceptional contributions that further USAID’s equal opportunity goals related to diversity, support and promotion of the Federally Assisted/conducted Program, and/or the use of small, women and minority businesses. These contributions must far exceed the individual’s or group’s normal job responsibilities and the Agency’s existing Equal Employment Opportunity (EEO) rules, regulations, and policies.”
<b>A.3.b</b>	Does the Agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes	
<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION</b> <b>This element requires that the Agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the Agency’s strategic mission.</b>			
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.</b>	<b>Measure Met? (Yes/No/N/A)</b>	<b>Comments</b>
<b>B.1.a</b>	Is the Agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
<b>B.1.a.1</b>	If the EEO Director does not report to the Agency head, does the EEO Director report to the same Agency head	N/A	



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	designee as the mission-related programmatic offices? If “yes,” please provide the title of the Agency head designee in the comments.		
<b>B.1.a.2</b>	Does the Agency’s organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	
<b>B.1.b</b>	Does the EEO Director have a regular and effective means of advising the Agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the Agency’s EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes	
<b>B.1.c</b>	During this reporting period, did the EEO Director present to the head of the Agency, and other senior management officials, the “State of the Agency” briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If “yes”, please provide the date of the briefing in the comments column.	Yes	July 31, 2020
<b>B.1.d</b>	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.2 – The EEO Director controls all aspects of the EEO program.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>B.2.a</b>	Is the EEO Director responsible for the implementation of a continuing Affirmative Employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes	New
<b>B.2.b</b>	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
<b>B.2.c</b>	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
<b>B.2.d</b>	Is the EEO Director responsible for overseeing the timely issuance of final Agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes	
<b>B.2.e</b>	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(c); 1614.502]	Yes	



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<b>B.2.f</b>	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the Agency head? [see 29 CFR §1614.102(c)(2)]	Yes	
<b>B.2.g</b>	If the Agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	N/A	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>B.3.a</b>	Do EEO program officials participate in Agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	
<b>B.3.b</b>	Does the Agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	The Agency's Strategic Plan emphasizes professional development and empowerment of leadership at all levels to promote diversity and inclusion. The plan notes that increasing leadership and diversity classes will contribute to these outcomes. To ensure greater employee and management accountability, the plan also includes alignment of performance objectives to measurable criteria and enforcement of mandatory training requirements, among other elements.
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.4 - The Agency has sufficient budget and staffing to support the success of its EEO program.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>B.4.a</b>	Pursuant to 29 CFR §1614.102(a)(1), has the Agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the		



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	following areas:		
<b>B.4.a.1</b>	to conduct a self-assessment of the Agency for possible program deficiencies? [see MD-715, II(D)]	Yes	New
<b>B.4.a.2</b>	to enable the Agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	New
<b>B.4.a.3</b>	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final Agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes	New
<b>B.4.a.4</b>	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	
<b>B.4.a.5</b>	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	No	
<b>B.4.a.6</b>	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
<b>B.4.a.7</b>	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes	
<b>B.4.a.8</b>	to effectively administer its special emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes	New
<b>B.4.a.9</b>	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	New
<b>B.4.a.10</b>	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	New
<b>B.4.a.11</b>	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
<b>B.4.b</b>	Does the EEO office have a budget that is separate from other offices within the Agency? [see 29 CFR § 1614.102(a)(1)]	Yes	









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<b>B.4.c</b>	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
<b>B.4.d</b>	Does the Agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
<b>B.4.e</b>	Does the Agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes	New

 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>  <b>New Indicator</b>
	<b>B.5 – The Agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.</b>		
<b>B.5.a</b>	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program:		
<b>B.5.a.1</b>	EEO Complaint Process? [see MD-715(II)(B)]	No	
<b>B.5.a.2</b>	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	No	
<b>B.5.a.3</b>	Anti-Harassment Policy? [see MD-715(II)(B)]	No	
<b>B.5.a.4</b>	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	No	
<b>B.5.a.5</b>	ADR, with emphasis on the federal government’s interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	No	

 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
	<b>B.6 – The Agency involves managers in the implementation of its EEO program.</b>		
<b>B.6.a</b>	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	No	







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<b>B.6.b</b>	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	No	
<b>B.6.c</b>	When barriers are identified, do senior managers assist in developing Agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	No	
<b>B.6.d</b>	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into Agency strategic plans? [29 CFR § 1614.102(a)(5)]	No	

**Essential Element C: Management and Program Accountability**  
**This element requires the Agency head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the Agency's EEO Program and Plan.**

 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>C.1</b>	<b>The Agency conducts regular internal audits of its component and field offices.</b>		
<b>C.1.a</b>	Does the Agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	No	
<b>C.1.b</b>	Does the Agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	No	
<b>C.1.c</b>	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	N/A	

 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>C.2</b>	<b>The Agency has established procedures to prevent all forms of EEO discrimination.</b>		
<b>C.2.a</b>	Has the Agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	New
<b>C.2.a.1</b>	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement	Yes	New



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	Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]		
<b>C.2.a.2</b>	Has the Agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes	New
<b>C.2.a.3</b>	Does the Agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
<b>C.2.a.4</b>	Does the Agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes	
<b>C.2.a.5</b>	Does the Agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep’t of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep’t of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If “no”, please provide the percentage of timely-processed inquiries in the comments column.	Yes	New
<b>C.2.a.6</b>	Do the Agency’s training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes	
<b>C.2.b</b>	Has the Agency established disability reasonable accommodation procedures that comply with EEOC’s regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	
<b>C.2.b.1</b>	Is there a designated Agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the Agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes	
<b>C.2.b.2</b>	Has the Agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
<b>C.2.b.3</b>	Does the Agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes	
<b>C.2.b.4</b>	Do the reasonable accommodation procedures clearly state that the Agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the Agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes	



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<b>C.2.b.5</b>	Does the Agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	Yes	New
<b>C.2.c</b>	Has the Agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes	
<b>C.2.c.1</b>	Does the Agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.	No	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.3 - The Agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments New Indicator</b>
<b>C.3.a</b>	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to Agency EEO policies and principles and their participation in the EEO program?	Yes	
<b>C.3.b</b>	Does the Agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
<b>C.3.b.1</b>	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.]	Yes	
<b>C.3.b.2</b>	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes	
<b>C.3.b.3</b>	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
<b>C.3.b.4</b>	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes	
<b>C.3.b.5</b>	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
<b>C.3.b.6</b>	Provide disability accommodations when such	Yes	



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	accommodations do not cause an undue hardship? [ see 29 CFR §1614.102(a)(8)]		
<b>C.3.b.7</b>	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes	
<b>C.3.b.8</b>	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
<b>C.3.b.9</b>	Comply with settlement agreements and orders issued by the Agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes	
<b>C.3.c</b>	Does the EEO Director recommend to the Agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes	
<b>C.3.d</b>	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the Agency? [see 29 CFR §1614.102(c)(2)]	Yes	

 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
	<b>C.4 – The Agency ensures effective coordination between its EEO programs and Human Resources (HR) program.</b>		
<b>C.4.a</b>	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes	
<b>C.4.b</b>	Has the Agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes	



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<b>C.4.c</b>	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes	
<b>C.4.d</b>	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes	
<b>C.4.e</b>	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
<b>C.4.e.1</b>	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
<b>C.4.e.2</b>	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
<b>C.4.e.3</b>	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	
<b>C.4.e.4</b>	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
<b>C.4.e.5</b>	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.5 – Following a finding of discrimination, the Agency explores whether it should take a disciplinary action.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>C.5.a</b>	Does the Agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	Yes	
<b>C.5.b</b>	When appropriate, does the Agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	No individuals were disciplined/ sanctioned during FY 2020.





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<b>C.5.c</b>	If the Agency has a finding of discrimination (or settles cases in which a finding was likely), does the Agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes	
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 Compliance Indicator	<b>C.6 – The EEO office advises managers/supervisors on EEO matters.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
 Measures			
<b>C.6.a</b>	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.	Yes	This activity is conducted as requested. In addition, OCRD posts the Agency’s MD 715 report and the Annual Federal EEO Statistical Report on Discrimination Complaints on an annual basis.
<b>C.6.b</b>	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	New

**Essential Element D: PROACTIVE PREVENTION**  
**This element requires that the Agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.**

 Compliance Indicator	<b>D.1 – The Agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
 Measures			
<b>D.1.a</b>	Does the Agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
<b>D.1.b</b>	Does the Agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special	Yes	





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	emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]		
<b>D.1.c</b>	Does the Agency conduct exit interviews or surveys that include questions on how the Agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	New
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.2 – The Agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>D.2.a</b>	Does the Agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	
<b>D.2.b</b>	Does the Agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	
<b>D.2.c</b>	Does the Agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR § 1614.102(a)(3)]	Yes	
<b>D.2.d</b>	Does the Agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] <b>If "yes", please identify the data sources in the comments column.</b>	Yes	OCRD's Complaints and Resolution team for complaint data, HCTM for surveys.
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.3 – The Agency establishes appropriate action plans to remove identified barriers</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>





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<b>D.3.a</b>	Does the Agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes	New
<b>D.3.b</b>	If the Agency identified one or more barriers during the reporting period, did the Agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	New
<b>D.3.c</b>	Does the Agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	New
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.4 – The Agency has an affirmative action plan for people with disabilities, including those with targeted disabilities</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>D.4.a</b>	Does the Agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	<a href="https://www.usaid.gov/work-usaid/careers/hiring-mechanisms/disabilities-employment-program">https://www.usaid.gov/work-usaid/careers/hiring-mechanisms/disabilities-employment-program</a>
<b>D.4.b</b>	Does the Agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes	
<b>D.4.c</b>	Does the Agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes	
<b>D.4.d</b>	Has the Agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the Agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes	

**Essential Element E: EFFICIENCY**

**This element requires the Agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the Agency’s EEO programs and an efficient and fair dispute resolution process.**

 <b>Compliance Indicator</b> 	<b>E.1 - The Agency maintains an efficient, fair, and impartial complaint resolution process.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
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Measures			
<b>E.1.a</b>	Does the Agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	New
<b>E.1.b</b>	Does the Agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes	
<b>E.1.c</b>	Does the Agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	
<b>E.1.d</b>	Does the Agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	Yes	New 31 days is the average processing time.
<b>E.1.e</b>	Does the Agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes	
<b>E.1.f</b>	Does the Agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	New
<b>E.1.g</b>	If the Agency does not timely complete investigations, does the Agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes	
<b>E.1.h</b>	When the complainant does not request a hearing, does the Agency timely issue the final Agency decision, pursuant to 29 CFR §1614.110(b)?	Yes	New
<b>E.1.i</b>	Does the Agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes	New
<b>E.1.j</b>	If the Agency uses contractors to implement any stage of the EEO complaint process, does the Agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	Yes	Contractors may conduct counseling or investigations. Agency case managers (Agency EEO specialists) keep track of contractors' work to stay within regulatory timeframes. Case managers also review contractors'



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			work products and return them for correction if necessary. Performance issues can be escalated to the Contracting Officer if not addressed.																								
<b>E.1.k</b>	If the Agency uses employees to implement any stage of the EEO complaint process, does the Agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes																									
<b>E.1.l</b>	Does the Agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes																									
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:10%; text-align: center;">   <b>Compliance Indicator</b>    <b>Measures</b> </td> <td style="width:45%;"><b>E.2 – The Agency has a neutral EEO process.</b></td> <td style="width:20%; text-align: center;"><b>Measure Met? (Yes/No/NA)</b></td> <td style="width:25%; text-align: center;"><b>Comments Revised Indicator</b></td> </tr> <tr> <td><b>E.2.a</b></td> <td>Has the Agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]</td> <td>Yes</td> <td></td> </tr> <tr> <td><b>E.2.b</b></td> <td>When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the Agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.</td> <td>Yes</td> <td>Complaints and Resolution has three attorneys on staff, including the Division Chief.</td> </tr> <tr> <td><b>E.2.c</b></td> <td>If the EEO office relies on the Agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the Agency representative? [see MD-110, Ch. 1(IV)(D)]</td> <td>N/A</td> <td>OCRD does not rely on the Agency’s defensive function because it has attorneys on staff.</td> </tr> <tr> <td><b>E.2.d</b></td> <td>Does the Agency ensure that its Agency representative does not intrude upon EEO counseling, investigations, and final Agency decisions? [see MD-110, Ch. 1(IV)(D)]</td> <td>Yes</td> <td></td> </tr> <tr> <td><b>E.2.e</b></td> <td>If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]</td> <td>Yes</td> <td></td> </tr> </table>				 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.2 – The Agency has a neutral EEO process.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments Revised Indicator</b>	<b>E.2.a</b>	Has the Agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes		<b>E.2.b</b>	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the Agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	Complaints and Resolution has three attorneys on staff, including the Division Chief.	<b>E.2.c</b>	If the EEO office relies on the Agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the Agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	OCRD does not rely on the Agency’s defensive function because it has attorneys on staff.	<b>E.2.d</b>	Does the Agency ensure that its Agency representative does not intrude upon EEO counseling, investigations, and final Agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes		<b>E.2.e</b>	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.2 – The Agency has a neutral EEO process.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments Revised Indicator</b>																								
<b>E.2.a</b>	Has the Agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes																									
<b>E.2.b</b>	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the Agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	Complaints and Resolution has three attorneys on staff, including the Division Chief.																								
<b>E.2.c</b>	If the EEO office relies on the Agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the Agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	OCRD does not rely on the Agency’s defensive function because it has attorneys on staff.																								
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 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.3 - The Agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>E.3.a</b>	Has the Agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes	
<b>E.3.b</b>	Does the Agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
<b>E.3.c</b>	Does the Agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
<b>E.3.d</b>	Does the Agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes	
<b>E.3.e</b>	Does the Agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
<b>E.3.f</b>	Does the Agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.4 – The Agency has effective and accurate data collection systems in place to evaluate its EEO program.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
<b>E.4.a</b>	Does the Agency have systems in place to accurately collect, monitor, and analyze the following data:		
<b>E.4.a.1</b>	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes	
<b>E.4.a.2</b>	The race, national origin, sex, and disability status of Agency employees? [see 29 CFR §1614.601(a)]	Yes	
<b>E.4.a.3</b>	Recruitment activities? [see MD-715, II(E)]	Yes	
<b>E.4.a.4</b>	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	
<b>E.4.a.5</b>	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	New. Currently using excel.





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E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes	New. Currently using Excel, but USAID is in the process of purchasing a case-management system.
E.4.b	Does the Agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.5 – The Agency identifies and disseminates significant trends and best practices in its EEO program.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
E.5.a	Does the Agency monitor trends in its EEO program to determine whether the Agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	
E.5.b	Does the Agency review other agencies’ best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	USAID employs a best practice from NARA: the Accountability Working Group comprising OCRD, the General Counsel, and HCTM Employee and Labor Relations to addresses challenges/barriers to effective dispute resolution, counters challenges to effective accountability of bad actors, bolsters trust/respect of Agency mechanisms for ensuring workplace standards of conduct, and advances proactive solutions to mitigate Agency liability and promote civility







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			across a dispersed geographical workforce.
<b>E.5.c</b>	Does the Agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes	

**Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE**  
 This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.



 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments
 Measures			
<b>F.1</b>	<b>F.1 – The Agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.</b>		
<b>F.1.a</b>	Does the Agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final Agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes	
<b>F.1.b</b>	Does the Agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes	
<b>F.1.c</b>	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
<b>F.1.d</b>	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
<b>F.1.e</b>	When EEOC issues an order requiring compliance by the Agency, does the Agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	

 Compliance Indicator		Measure Met? (Yes/No/NA)	Comments
 Measures			
<b>F.2</b>	<b>F.2 – The Agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.</b>		<b>Indicator moved from E-III Revised</b>
<b>F.2.a</b>	Does the Agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	New



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<b>F.2.a.1</b>	When a complainant requests a hearing, does the Agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes	New
<b>F.2.a.2</b>	When there is a finding of discrimination that is not the subject of an appeal by the Agency, does the Agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes	New
<b>F.2.a.3</b>	When a complainant files an appeal, does the Agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes	New
<b>F.2.a.4</b>	Pursuant to 29 CFR §1614.502, does the Agency promptly provide EEOC with the required documentation for completing compliance?	Yes	New
 <b>Compliance Indicator</b>	<b>F.3 - The Agency reports to EEOC its program efforts and accomplishments.</b>	<b>Measure Met? (Yes/No/NA)</b>	<b>Comments</b>
 <b>Measures</b>			
<b>F.3.a</b>	Does the Agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	New
<b>F.3.b</b>	Does the Agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	New

**Part H - USAID Plan to Attain the Essential Elements of a Model EEO Program**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
A.2.a.1	Does the Agency disseminate the following policies and procedures to all employees: Anti-harassment policy?

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/01/2019	To disseminate an Anti-Harassment policy that is deemed compliant with the EEOC guidelines.	09/30/2021	09/30/2021	



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**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Division Chief, Complaints & Resolution	Liza Almo	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
0930//2020		Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	The Agency drafted a comprehensive Anti-Harassment policy and procedures that comply with the EEOC's enforcement guidance, which USAID will publish and publicly disseminate in FY 2021.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
B.4.a.5	Has the Agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas: to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable?

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
12/01/2019	To allocate and deploy sufficient resources in budget and human capital to implement the EEO program successfully in all necessary areas.	9/30/2020	9/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
9/30/2020	OCRD will work with HCTM to recruit and hire qualified applicants according to approved allocations.	Yes	9/30/2021	
9/30/2020	OCRD will work with HCTM and Office of Security to onboard selectees.	Yes	9/30/2021	

**Report of Accomplishments**



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Fiscal Year	Accomplishments
<b>2020</b>	In FY 2020 OCRD was authorized to onboard new employees from allocated staff resources that were approved in FY 2019. Although OCRD was authorized to onboard several employees in FY 2020, the office is not fully staffed.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>B.5.a.1</b>	Have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program: EEO Complaint Process? All Managers and supervisors have not received training on their responsibilities under the EEO complaint process.

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
9/30/2019	To ensure all managers and supervisors have received training on their responsibilities for all areas under the Agency EEO program.	09/30/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martinez	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
05/30/2020	OCRD will finalize training with the vendor.	Yes	09/30/2021	
9/30/2020	OCRD will work with HCTM to upload training on the USAID University platform.	Yes	09/30/2021	
09/30/2020	OCRD will prepare and send Agency Notices to all managers and supervisors to take mandatory training.	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
<b>FY2020</b>	Modification to completion date necessary with respect to ADR: We are fully staffed and were prepared to ensure that all managers and supervisors received training. Because of COVID-19 and the challenges that surrounded it, we had to make significant modifications to the training that was to be presented and therefore were not able to complete the element by the end of the fiscal year. We have made the necessary modifications and have targeted to complete the necessary training by the end of FY 2021.

**Statement of Model Program Essential Element Deficiency**



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Type of Program Deficiency	Brief Description of Program Deficiency
B.5.a.2	Have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program: Reasonable Accommodation Procedures?

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
09/30/2019	To ensure all managers and supervisors have received training on their responsibilities for all areas under the Agency EEO program.	09/30/2021	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Mark McKay	Reasonable Accommodation Program Manager	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
05/30/2020	OCRD will finalize training with the vendor.	Yes	09/30/2021	
09/30/2020	OCRD will work with HCTM to upload training on the USAID University platform.	Yes	09/30/2021	
09/30/2020	OCRD will prepare and send Agency Notices to all managers and supervisors.	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	OCRD updated ADS 111 Procedures for Providing Reasonable Accommodation for Individuals with Disabilities (submitted to EEOC on October 5, 2020, and approved on November 18, 2020) to ensure efficient RA request processing and add EEOC requirements for Personal Assistance Service (PAS) and a model RA program. Upon publication in FY 2021 of the revised ADS 111, the Agency will update internal and external websites to include the updated information.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
B.5.a.3	Have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program: Anti-Harassment Policy?

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
09/30/2019	To ensure all managers and supervisors have received training on their responsibilities for all areas under the Agency EEO program.	09/30/2020	09/30/2021	





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**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Division Chief, Complaints and Resolution	Liza Almo	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
05/31/2020	OCRD will finalize training with the vendor.	Yes	09/30/2021	
09/30/2020	OCRD will work with HCTM to upload training on the USAID University platform	Yes	09/30/2021	
09/30/2020	OCRD will prepare and send Agency notices to all managers and supervisors	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	The Agency drafted a comprehensive Anti-Harassment policy and procedures that comply with the EEOC's enforcement guidance, which USAID will publish and publicly disseminate in FY 2021.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
B.5.a.4	Have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program: Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
09/30/2019	To ensure all managers and supervisors have received training on their responsibilities for all areas under the Agency EEO program.	09/30/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Chief Human Capital Officer; HCTM	Bob Leavitt	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2020	OCRD will work with HCTM to upload training on the USAID learning management system.	Yes	0930//2021	
09/30/2020	OCRD will notify all managers and supervisors about mandatory training.	Yes	0930//2021	



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**Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2020**

**Report of Accomplishments**

Fiscal Year	Accomplishments
FY 2020	USAID has developed a training plan for implementation in FY 2021.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
B.5.a.5	Have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program: ADR, with emphasis on the federal government’s interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
09/30/2019	To ensure all managers and supervisors have received training on their responsibilities for all areas under the Agency EEO program.	09/30/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes
Chief Human Capital Officer, HCTM	Bob Leavitt	yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2020	OCRD will work with HCTM to upload training on the USAID learning management system.	Yes	09/30/2021	
09/30/2020	OCRD will notify all managers and supervisors about mandatory training.	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
FY 2020	USAID has developed a training plan for implementation in FY 2021.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? The Agency does not have senior managers involved in the implementation of Special Emphasis Programs as part of its EEO program.

**Objective(s) and Dates for EEO Plan**

Date	Objective	Target	Modified	Date
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Initiated		Date	Date	Completed
04/30/2020	To involve senior managers in the implementation of the Agency's Special Emphasis Programs.	09/30/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes
Chief Human Capital Officer, HCTM	Bob Leavitt	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2020	OCRD will develop a plan to establish special emphasis programs in the Agency.	Yes	09/30/2021	
09/30/2020	OCRD will work with senior managers to implement special emphasis programs in B/IO/Ms.	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	In July 2020, OCRD established an operational Affirmative Employment Program.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
B.6.b	Do senior managers participate in the barrier analysis process? Senior Managers have not participated in the barrier analysis process.

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
04/30/2020	To ensure senior managers are aware of employment barriers in their work units and are able to take action to eliminate the identified barriers as an Affirmative Employment responsibility.	12/31/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
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12/31/2020	OCRD will develop a barrier analysis plan that includes participation of senior leaders	Yes	09/30/2021	
12/31/2020	OCRD will work with senior leaders to implement the plan	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	OCRD has established an operational Affirmative Employment Program

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>B.6.c</b>	When barriers are identified, do senior managers assist in developing Agency EEO action plans? Senior management have not participated in the development of action plans.

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
04/30/2020	To ensure that senior managers are aware of barriers in their working units and assist in developing Agency EEO action plans.	12/31/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
12/31/2020	OCRD will develop a barrier-analysis plan that includes participation of senior leaders.	Yes	09/30/2021	
12/31/2020	OCRD will work with senior leaders to implement action plans.	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	OCRD established an operational Affirmative Employment Program.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
<b>B.6.d</b>	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into Agency strategic plans? Senior managers have not successfully implemented EEO Action Plans due to lack of participation in the barrier



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	analysis process.
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**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
04/30/2020	To ensure that senior managers participate in the barrier analysis process so that action plans objectives can be incorporated into the Agency’s strategic plans.	12/31/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
12/31/2020	OCRD will develop a barrier-analysis plan that includes participation of senior leaders.	Yes	09/30/2021	
12/31/2020	OCRD will work with senior leaders to incorporate action plan objectives into the Agency’s strategic plans.	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	OCRD established an operational Affirmative Employment Program

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
C.1.a	Does the Agency regularly assess its component and field offices for possible EEO program deficiencies? The Agency does not conduct regular internal audits of its subcomponents and Missions overseas.

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
04/31/2020	To comply with the Agency’s Affirmative Employment responsibilities of EEO practices throughout its subcomponents and USAID Missions overseas.	09/30/2021		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes

**Planned Activities Toward Completion of Objective**



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Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2021	OCRCD will develop a plan to conduct internal audits of its components and field offices.	Yes		
09/30/2021	OCRCD will work with its components and field offices to implement the plan.	Yes		

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	OCRCD established an operational Affirmative Employment Program.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
C.1.b	Does the Agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? The Agency does not regularly assess its component and field offices in efforts to remove barriers from the workplace.

**Objective(s) and Dates for EEO Plan**

Date Initiated	Objective	Target Date	Modified Date	Date Completed
04/30/2020	To ensure B/IO/Ms are regularly assessed for compliance with EEO practices and responsibilities.	09/30/2021		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2021	OCRCD will develop a plan and begin to schedule compliance assessments of component B/IOs and overseas Missions.	Yes		

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	OCRCD established an operational Affirmative Employment Program.

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.c.1	Does the Agency post its procedures for processing requests for Personal Assistance Services on its public website?

**Objective(s) and Dates for EEO Plan**





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Date Initiated	Objective	Target Date	Modified Date	Date Completed
02/28/2020	To post procedures for processing requests for Personal Assistance Services (PAS) on a public website to inform management officials and persons with disabilities of the appropriate steps to request PAS.	09/30/2020	09/30/2021	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Reasonable Accommodation Program Manager	Mark McKay	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2020	OCRD will develop the procedures to provide PAS for persons with disabilities.	Yes	09/30/2021	
09/30/2020	OCRD will revise the Agency’s Reasonable Accommodations Procedures (ADS 111) to include a section that outlines the PAS procedures.	Yes	09/30/2021	
09/30/2020	OCRD will send draft policy (ADS 111) to relevant stakeholders in the Agency for review and comments.	Yes	09/30/2021	
09/30/2020	OCRD will finalize the revised draft policy and send it to EEOC for approval.	Yes	09/30/2021	
09/30/2020	Upon EEOC approval, OCRD will post the revised policy, including the PAS procedures, on the USAID public website.	Yes	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	The revised ADS Chapter 111 Procedures for Providing Reasonable Accommodation for Individuals with Disabilities including the PAS procedures was approved by the EEOC on November 18, 2020. The revised document is currently in the USAID’s clearance phase soon to be published on the USAID public website.

**Part I - USAID’s EEO Plan to Eliminate Identified Barriers**

**I-1 Statement of Condition That Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	Table A1	The Agency’s workforce is not proportionally distributed. as compared to the Civilian Labor Force (CLF)
<b>EEOC Group(s) Affected by Trigger</b>		



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Hispanic; Native American or Alaska Native; Native Hawaiian or other Pacific Islander Females and Males

Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p><u>Participation of Hispanics in Permanent Workforce</u>  <b>Overall Permanent Workforce</b></p> <ul style="list-style-type: none"> <li>Hispanic Males accounted for 3.04 percent of the Agency's overall permanent workforce, lower than the CLF of 5.17 percent (Gap—2.13 percent).</li> <li>Hispanic Females accounted for 3.34 percent of the Agency's permanent workforce, lower than the CLF of 4.79 percent (Gap—1.45 percent).</li> </ul> <p><b>Permanent CS</b></p> <ul style="list-style-type: none"> <li>Hispanic Males accounted for 3.15 percent of the Agency's overall Civil Service permanent workforce, lower than the CLF percent of 5.17 percent (Gap—2.02 percent).</li> <li>Hispanic Females accounted for 3.54 percent of the Agency's Civil Service permanent workforce, lower than the CLF of 4.79 percent (Gap—1.25 percent).</li> </ul> <p><b>Permanent FS</b></p> <ul style="list-style-type: none"> <li>Hispanic Males accounted for 3.07 percent of the Agency's overall Foreign Service permanent workforce, lower than the CLF of 5.17 percent (Gap—2.10 percent).</li> <li>Hispanic Females accounted for 3.19 percent of the Agency's Foreign Service permanent workforce, lower than the CLF of 4.79 percent (Gap—1.60 percent).</li> </ul> <p><u>Participation of Native Hawaiian or Other Pacific Islanders in Permanent Workforce</u>  <b>Overall Permanent Workforce</b></p> <ul style="list-style-type: none"> <li>Native Hawaiian or Other Pacific Islander Males accounted for 0.00 percent of the Agency's overall permanent workforce, lower than the CLF of 0.07 percent (Gap—0.07 percent).</li> <li>Native Hawaiian or Other Pacific Islander Females accounted for 0.06 percent of the Agency's permanent workforce, lower than the CLF of 0.07 percent (Gap—0.01 percent).</li> </ul> <p><b>Permanent CS</b></p> <ul style="list-style-type: none"> <li>Native Hawaiian or Other Pacific Islander Males accounted for 0.00 percent of the Agency's overall Civil Service permanent workforce, lower than the CLF percent of 0.07 percent (Gap—0.07 percent).</li> <li>Native Hawaiian or Other Pacific Islander Females accounted for 0.06 percent of the Agency's Civil Service permanent workforce, lower than the CLF of 0.07 percent (Gap—0.01 percent).</li> </ul> <p><b>Permanent FS</b></p> <ul style="list-style-type: none"> <li>Native Hawaiian or Other Pacific Islander Males accounted for 0.00 percent of the Agency's overall Foreign Service permanent workforce, lower than the CLF of 0.07 percent (Gap—0.07 percent).</li> <li>Native Hawaiian or Other Pacific Islander Females accounted for 0.06 percent of the Agency's permanent workforce, lower than the CLF of 0.07 percent (Gap—0.01 percent).</li> </ul> <p><u>Participation of American Indian or Alaska Native in Permanent Workforce</u>  <b>Overall Permanent Workforce</b></p> <ul style="list-style-type: none"> <li>American Indian or Alaska Natives Males accounted for 0.19 percent of the Agency's overall permanent workforce, lower than the CLF of 0.55 percent (Gap—0.36 percent).</li> <li>American Indian or Alaska Natives Females accounted for 0.25 percent of the Agency's permanent workforce, lower than the CLF of 0.53 percent (Gap—0.28 percent).</li> </ul> <p><b>Permanent CS</b></p> <ul style="list-style-type: none"> <li>American Indian or Alaska Natives Males accounted for 0.13 percent of the Agency's</li> </ul>



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		<p>overall Civil Service permanent workforce, lower than the CLF percent of 0.55 percent (Gap—0.42 percent).</p> <ul style="list-style-type: none"> <li>American Indian or Alaska Natives Females accounted for 0.19 percent of the Agency’s Civil Service permanent workforce, lower than the CLF of 0.53 percent (Gap—0.34 percent).</li> </ul> <p><b>Permanent FS</b></p> <ul style="list-style-type: none"> <li>American Indian or Alaska Natives Males accounted for 0.17 percent of the Agency’s overall Foreign Service permanent workforce, lower than the CLF of 0.55 percent (Gap—0.38 percent).</li> <li>American Indian or Alaska Natives Females accounted for 0.23 percent of the Agency’s Foreign Service permanent workforce, lower than the CLF of 0.53 percent (Gap—0.30 percent).</li> </ul>
Complaint Data	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> <li>16 complaints filed alleged Race (Black/African American) as a basis. Within those 16 complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%), Terms/Conditions of Employment at four (24.00%), and Assignment of Duties at two (12.50%).</li> <li>Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those five complaints filed; the top three issues involved were Harassment (non-sexual) at one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</li> <li>One complaint filed alleged Race (Asian) as a basis. The issue is Assignment of Duties.</li> </ul>
Grievance Data	Yes	<p><u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>American Foreign Service Association (AFSA)</u> (Foreign Service Officers) FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were 10 grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups affected:</p> <ul style="list-style-type: none"> <li>Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
Findings from Decisions	No	



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(e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b>            In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (2 percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)                76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>• 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis            FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees completed the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>            Voluntary Separation            Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>            White 25 percent            African American/Black 6 percent</p>



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		Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	N/A	

**Status of Barrier Analysis Process**

No	No

**Statement of Identified Barrier(s)**

<b>Description of Policy, Procedure, or Practice</b>
Not applicable, this is a new trigger in FY 2020.

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
Expand on knowledge and best practices associated with an agency's barriers by increasing stakeholders understanding of workforce underrepresentation and trends.		09/30/2021	Yes		
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier for all identified groups in this trigger		09/30/2021	Yes		
Increase the pool of diverse applicants for external vacancy announcements.		09/30/2021	Yes		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, Office of Civil Rights and Diversity	Ismael Martínez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes



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HCTM, Human Capital Service Center	Jeffery Anoka	Yes
HCTM, Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM, Foreign Service Center	Alyssa Leggoe	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date
09/30/2021	Engage agency stakeholders to investigate triggers, determine if barriers exist, and identify root causes, as applicable.		
09/30/2021	Prepare a barrier analysis findings report.		
09/30/2021	Collaborate with internal agency stakeholders to develop an agency Barrier Analysis Action Plan.		
09/30/2021	Perform a further analysis of agency data sources on the trigger, perform a trend analysis, and determine in which agency components the triggers exist and if triggers are barriers.		
09/30/2021	Collaborate with internal agency stakeholders to identify an efficient method for sharing external vacancy announcements with external organizations to attract a larger applicant pool, and utilize diverse external entities (e.g., ERG's, Blacks In Government, League of United Latin American Citizens) to ensure awareness of the agency's external vacancy announcements.		
09/30/2021	Benchmark with a cross-section of other federal agencies to see how they conduct their barrier analysis processes, expand USAID's knowledge of this process, and determine best practices.		

**Report of Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	OCRD now has sufficient staff to conduct the necessary training needed for a full analysis of this trigger.

**I-2 Statement of Condition That Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	Table A6	The Agency's workforce is not proportionally distributed as compared to the Occupational CLF in the Mission Critical Occupations.
<b>EEO Group(s) Affected by Trigger</b>		
Hispanic or Latino Males and Females		
<b>Barrier Analysis Process</b>		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce	Yes	<b>Participation Rate of Hispanics in Mission Critical Occupations</b>





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<p>Data Tables</p>	<p>CS Miscellaneous Administration and Program (0301 Series)</p> <ul style="list-style-type: none"> <li>● The total participation rate of Hispanic or Latino males in the 0301 series (4.33 percent) is higher than the OCLF of 2.80 percent.</li> <li>○ Hispanic or Latino males accounted for 6.12 percent of applicants who elected to identify. There were 5.40 percent of qualified candidates. There were 3.70 percent of Hispanic or Latino Males selected for this Mission Critical Occupation.</li> <li>● The total participation rate of Hispanic or Latino Females in the 0301 series (3.37 percent) is lower than the OCLF of 5.80 percent (2.43 percent gap).</li> <li>○ Hispanic or Latino females accounted for 5.34 percent of applicants who elected to identify. They were 4.89 percent of qualified candidates. There were 3.70 percent of Hispanic or Latino Females selected for this Mission-Critical Occupation.</li> </ul> <p><b>CS Program Management (0340 Series)</b></p> <ul style="list-style-type: none"> <li>● The participation rate of Hispanic or Latino males in the 0340 series (0 percent) is lower than the OCLF of 2.80 percent.</li> <li>○ Hispanic or Latino males accounted for 7.99 percent of applicants who elected to identify. They were 7.99 percent of qualified candidates. There were no selections for Hispanic or Latino males.</li> <li>● The participation rate of Hispanic or Latino Females in the 0340 series (2.63 percent) is lower than the OCLF of 5.80 percent (3.17 percent gap).</li> <li>○ Hispanic or Latino females accounted for 3.46 percent of applicants who elected to identify. They were 3.47 percent of qualified candidates. There were no selections for Hispanic or Latino females CS Program Management (0340 Series).</li> </ul> <p><b>CS Administrative Officer (0341 Series)</b></p> <ul style="list-style-type: none"> <li>● The participation rate of Hispanic or Latino Females in the 0341 series (4.05 percent) is lower than the OCLF of 5.80 percent (1.75 percent gap).</li> <li>○ Hispanic or Latino females accounted for 7.09 percent of applicants who elected to identify. They were 7.44 percent of qualified candidates. There were no selections for Hispanic or Latino females CS Administrative Officer (0341 Series).</li> </ul> <p><b>CS Management and Program Analysis Series (0343 Series)</b></p> <ul style="list-style-type: none"> <li>● The participation rate of Hispanic or Latino males in the 0343 series (1.15 percent) is lower than the OCLF of 2.40 percent (1.25 percent gap).</li> <li>○ Hispanic or Latino males accounted for 6.31 percent of applicants who elected to identify. They were 5.76 percent of qualified candidates. There were no selections for Hispanic or Latino males CS Management and Program Analysis Series (0343 Series).</li> <li>○ Hispanic or Latino Females accounted for 5.20 percent of applicants who elected to identify. They were 5.53 percent of qualified candidates. There were 2.56 percent of Hispanic or Latino Females selected for the CS Management and Program Analysis Series (0343 Series).</li> </ul> <p><b>CS Auditing (0511 Series)</b></p> <ul style="list-style-type: none"> <li>● The participation rate of Hispanic or Latino males in the 0511 series (0 percent) is lower than the OCLF of 2.20 percent.</li> <li>○ Hispanic or Latino males accounted for 7.76 percent of applicants who elected to identify. They were 5.49 percent of qualified candidates. There were no selections for Hispanic or Latino males.</li> <li>● The participation rate of Hispanic or Latino Females in the 0511 series (2.78 percent) is lower than the OCLF of 3.90 percent (1.12 percent gap)</li> <li>○ Hispanic or Latino females accounted for 7.76 percent of applicants who elected to identify. They were 8.79 percent of qualified candidates, and 25.00 percent of selected candidates were Hispanic or Latino females for the CS Auditing (0511 Series).</li> </ul> <p><b>CS Public Health Program Specialist Series (0685 Series)</b></p>
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		<ul style="list-style-type: none"> <li>• For the CS Public Health Program Specialist Series (0685 Series) Hispanic or Latino males accounted for 5.12 percent of applicants who elected to identify. They were 3.96 percent of qualified candidates. There were no selections for Hispanic or Latino males.               <ul style="list-style-type: none"> <li>o Hispanic or Latino females accounted for 6.61 percent of applicants who elected to identify. They were 4.62 percent of qualified candidates. There were no selections for Hispanic or Latino females CS Public Health Program Specialist Series (0685 Series)</li> </ul> </li> <li><b>CS Contracting (1102 Series)</b> <ul style="list-style-type: none"> <li>• The participation rate of Hispanic or Latino males in the 1102 series (2.96 percent) is lower than the OCLF of 3.30 percent (0.34 percent gap).               <ul style="list-style-type: none"> <li>o Hispanic or Latino males accounted for 6.02 percent of applicants who elected to identify. They were 7.25 percent of qualified candidates. There were no selections for Hispanic or Latino males.</li> <li>o Hispanic or Latino females accounted for 6.02 percent of applicants who elected to identify. They were 5.80 percent of qualified candidates. There were no selections for Hispanic or Latino females CS Contracting (1102 Series).</li> </ul> </li> </ul> </li> </ul>
Complaint Data (Trends)	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups affected are as follows:</p> <ul style="list-style-type: none"> <li>• 16 complaints filed alleged Race (Black/African American) as a basis. Within those 16 complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%), Terms/Conditions of Employment at 4 (24.00%), and Assignment of Duties at two (12.50%).</li> <li>• Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those five complaints filed; the top three issues involved were Harassment (non-sexual) at one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</li> <li>• One complaint filed alleged Race (Asian) as a basis. The issue is Assignment of Duties.</li> </ul>
Grievance Data (Trends)	Yes	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b> In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency's overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>• 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> </ul>



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		<ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the Agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent  American Indian Alaska Native 2 percent  Other 3 percent</p>
Focus Groups	No	
Interviews		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other Please Describe)		

**Status of Barrier Analysis Process**

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	No

**Statement of Identified Barrier(s)**

Description of Policy, Procedure, or Practice
<p>USAID is less likely to hire qualified Hispanic female and male candidates than non-Hispanic females and males. Applicant flow data for Mission-Critical Occupations indicate that while Hispanic or Latino men and women are applying to the Agency and are qualified for the positions posted, they are not being proportionately selected. Factors may include the following:</p> <ul style="list-style-type: none"> <li>• Hispanic Employment Program Manager is not dedicated on a full-time basis to help identify the appropriate recruitment sources and organizations and assist hiring managers with the recruitment and hiring process.</li> <li>• FEVS data also indicated that in general, Hispanics tend to have a slightly lower favorability toward the perception</li> </ul>



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of the support for diversity within the Agency.  
 In addition, the Agency must conduct further analysis to identify additional barriers or policies that may adversely affect Hispanic or Latino representation within the Agency.

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
To increase the participation rate of Hispanics in the Agency as compared to the Occupational Civilian Labor Force	10/31/2019	10/30/2022	Yes		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martínez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM: Human Capital Service Center	Jeffery Anoka	Yes
HCTM: Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM: Foreign Service Center	Alyssa Leggoe	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date
09/30/2021	Engage agency stakeholders to investigate triggers, determine if barriers exist, and identify root causes, as applicable.		
09/30/2021	Perform a further analysis of agency data sources on the trigger specifically related to Hispanic men and women. Include analyzing applicant flow data to understand trends, which may include using exit interview results to understand the root cause of any non-retirement attrition. Engage with ERGs and recent applicants to the Agency and examine FEVS data in more detail. Finally, determine in which agency components the triggers exist and determine if triggers are barriers		
09/30/2021	Prepare a barrier analysis findings report.		
09/30/2021	Collaborate with internal agency stakeholders to develop an agency Barrier Analysis Action Plan.		
09/30/2021	Collaborate with internal agency stakeholders to identify an efficient method for sharing external vacancy announcements with external organizations to attract a larger applicant pool, and utilize diverse external entities (e.g., ERGs, Blacks In Government, League of United Latin American Citizens) to ensure awareness of the agency's external vacancy announcements.		
9/30/2021	Develop a strategic recruitment plan.		
9/30/2021	Train hiring managers on their outreach, recruitment, and hiring responsibilities according to the strategic recruitment plan.		



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09/30/2021	Assign HPEM to perform full-time duties.		
09/30/2021	Benchmark with a cross-section of other federal agencies to see how they conduct their barrier analysis processes, expand USAID's knowledge of this process, and determine best practices.		

**Report of Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	USAID has drafted an Outreach and Strategic Recruitment Plan that is currently in the reviewing stage.
<b>2020</b>	OCRD now has sufficient staff to conduct the necessary training needed for a full analysis of this trigger.

**I-3 Statement of Condition that Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	Table A4	Lower than expected participation of select minority groups in grades GS-13 through GS-15, and SES.

**EEO Group(s) Affected by Trigger**

All Women (SES)
Hispanic or Latino Males (GS-13, 15, SES)
Hispanic or Latino Females (GS-15, SES)
Black or African American Males (GS-15, SES)
Black or African American Females (GS-15, SES)
Asian Males (GS-15)
Asian Females (GS-13, 14, SES)
Native Hawaiian or Other Pacific Islander Males (GS-13, 14, 15, SES)
Native Hawaiian or Other Pacific Islander Females (GS-14, 15, SES)
American Indian or Alaska Native Males (GS-15, SES)
American Indian or Alaska Native Females (GS-13, 14, SES)
Two or More Races Males (GS-14, SES)

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Reviewed Table A4 to compare the participation rates at the GS-13 through GS-15 grade levels and the SES to the participation rate in the Permanent Workforce in Table A1 for each of the EEO groups. • Females at SES = 40.91% <b>Females Permanent Workforce = 54.73%</b>



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		<ul style="list-style-type: none"> <li>• Hispanic/Latino Males at GS-13 = 2.30%</li> <li>• Hispanic/Latino Males at GS-15 = 2.45%</li> <li>• Hispanic/Latino Males at SES = 2.27%</li> <li><b>Hispanic/Latino Males Permanent Workforce = 3.04%</b></li>   <li>• Hispanic/Latino Females at GS-15 = 2.45%</li> <li>• Hispanic/Latino Females at SES = 2.27%</li> <li><b>Hispanic/Latino Females Permanent Workforce = 3.52%</b></li>   <li>• Black/African American Males at GS-15 = 7.08%</li> <li>• Black/African American Males at SES = 6.82%</li> <li><b>Black/African American Males Permanent Workforce = 7.30%</b></li>   <li>• Black/African American Females at GS-15 = 10.35%</li> <li>• Black/African American Females at SES = 13.64%</li> <li><b>Black/African American Females Permanent Workforce = 15.23%</b></li>   <li>• Asian Males at GS-15 = 3.81%</li> <li><b>Asian Males Permanent Workforce = 3.83%</b></li>   <li>• Asian Females at GS-13 = 5.46%</li> <li>• Asian Females at GS-14 = 4.28%</li> <li>• Asian Females at SES = 4.55%</li> <li><b>Asian Females Permanent Workforce = 5.47%</b></li>   <li>• AIAN Males at GS-15 = 0.00%</li> <li>• AIAN Males at SES = 0.00%</li> <li><b>AIAN Males Permanent Workforce = 0.15%</b></li>   <li>• AIAN Females at GS-13 = 0.00%</li> <li>• AIAN Females at GS-14 = 0.19%</li> <li>• AIAN Females at SES = 0.00%</li> <li><b>AIAN Females Permanent Workforce = 0.21%</b></li>   <li><b>There are no NHOPI Males represented in USAID’s CS Workforce</b></li>   <li>• NHOPI Females at GS-14 = 0.00%</li> <li>• NHOPI Females at GS-15 = 0.00%</li> <li>• NHOPI Females at SES = 0.00%</li> <li><b>NHOPI Females Permanent Workforce = 0.06%</b></li> <li>• Two or More Races Males at GS-14 = 0.00%</li> <li>• Two or More Races Males at SES = 0.00%</li> <li><b>Two or More Races Males Permanent Workforce = 0.18%</b></li> <li>• Two or More Races Females at GS-15 = 0.28%</li> <li>• Two or More Races Females at SES = 0.58%</li> <li><b>Two or More Races Females Permanent Workforce = 0.55%</b></li> </ul>
Complaint Data (Trends)	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups affected are as follows:</p> <ul style="list-style-type: none"> <li>• 16 complaints filed alleged Race (Black/African American) as a basis. Within those 16</li> </ul>





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		<p>complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%), Terms/Conditions of Employment at four (24.00%), and Assignment of Duties at two (12.50%).</p> <ul style="list-style-type: none"> <li>• Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those complaints filed; the top three issues involved were Harassment (non-sexual) at one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</li> <li>• One complaint filed alleged Race (Asian) as a basis. The issue is Assignment of Duties.</li> </ul>
Grievance Data (Trends)		<p><u>AFGE</u> AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b> In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%. Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul>



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		<ul style="list-style-type: none"> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent</p>



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		American Indian Alaska Native 2 percent Other 3 percent
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

**Status of Barrier Analysis Process**

No	No

**Statement of Identified Barrier(s)**

<b>Description of Policy, Procedure, or Practice</b>
Not applicable, this is a new trigger in FY 2020

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier for all identified groups in this trigger	09/30/2020	09/30/2021	Yes		
Address underrepresentation in the SES workforce for all identified groups in this trigger.	09/30/2020	09/30/2021	Yes		
Expand on knowledge and best practices associated with an agency's barrier analysis process	09/30/2020	09/30/2021	Yes		
Collaborate with Stakeholders on strategies to employ for mitigating barriers and increasing minority representation in applicant pools.	09/30/2020	09/30/2021	Yes		
Increase components' understanding of workforce underrepresentation and trends.	09/30/2020	09/30/2021	Yes		



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Increase the pool of diverse applicants for higher graded external vacancy announcements	09/30/2020	09/30/2021	Yes		
Increase employee awareness of promotional opportunities for higher-graded positions.	09/30/2020	09/30/2021	Yes		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martínez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM, Human Capital Service Center	Jeffery Anoka	Yes
HCTM, Office of External Outreach and Strategic Recruitment	George Booth	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date
09/30/2021	Engage agency stakeholders to investigate triggers, determine if barriers exist, and identify root causes, as applicable.		
09/30/2021	Prepare a barrier analysis findings report.		
09/30/2021	Perform a further analysis of agency data sources on the trigger, perform a trends analysis, and determine in which agency components the triggers exist and if triggers are barriers.		
09/30/2021	Explore methods for improving minority representation utilizing the Diversity & Inclusion FY 2021 Outreach and Strategic Recruitment Framework.		
09/30/2021	Collaborate with internal agency stakeholders to identify an efficient method for sharing external vacancy announcements with external organizations to attract a larger applicant pool, and devise a list of diverse external entities (e.g., ERG's, Blacks In Government, League of United Latin American Citizens) to ensure awareness of the agency's external vacancy announcements.		
09/30/2021	Collaborate with HR and component stakeholders to determine if they can establish an efficient method to share internal vacancy announcements to attract a larger, more diverse applicant pool.		
09/30/2021	Benchmark with a cross-section of other federal agencies to see how they conduct their barrier analysis processes, expand USAID's knowledge of this process, and determine best practices.		
09/30/2021	Provide EEO data to Administrator level components to improve executives' understanding of minority representation in the workforce.		
09/30/2021	Collaborate with Stakeholders to host workshops on the Senior Executive Service application process, inclusive of an overview of the Executive Core Qualifications, for entry into the SES to raise awareness, educate the eligible employees, and broaden applicant pool for future SES vacancies within the		



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**Report of Accomplishments**

Fiscal Year	Accomplishments
2020	N/A

**I-4 Statement of Condition That Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A4P	Lower than expected participation of select minority groups in Foreign Service positions grades FS-07 through the FS Executive level

EEO Group(s) Affected by Trigger
All Women (FS Exec.)
Hispanic or Latino Males (FS-07, 06, 05, 02, Exec.)
Hispanic or Latino Females (FS-06, 02, 01, Exec.)
Black or African American Males (All)
Black or African American Females (FS-07, 06, 03, 02, 01, Exec.)
Asian Males (FS-07, 03, 01, Exec.)
Asian Females (FS-26, 02, 01, Exec.)
Native Hawaiian or Other Pacific Islander Males (All)
Native Hawaiian or Other Pacific Islander Females (FS-07, 06, 05, 04, 03, 02, 01)
American Indian or Alaska Native Males (FS-07, 06, 05, 04, 02, 01, Exec.)
American Indian or Alaska Native Females (FS-07, 06, 05, 04, 02, Exec.)
Two or More Races Males (FS-07, 06, 04, 03, 02, Exec.)
American Indian or Alaska Native Females (FS-07, 06, 03, 02, 01, Exec.)

Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Reviewed Table A4 to compare the participation rates at the FS-07 through FS-01 grade levels and the FS Exec. to the participation rate in the Permanent Workforce in Table A1 for each of the EEO groups. • Females at FS Exec. = 49.19% <b>Females Permanent Workforce = 54.73%</b>  • Hispanic/Latino Males at FS-07 = 0.00% • Hispanic/Latino Males at FS-06 = 0.00%



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		<ul style="list-style-type: none"> <li>• Hispanic/Latino Males at FS-05 = 0.00%</li> <li>• Hispanic/Latino Males at FS-02 = 2.91%</li> <li>• Hispanic/Latino Males at FS Exec. = 1.97%</li> </ul> <p><b>Hispanic/Latino Males Permanent Workforce = 3.04%</b></p> <ul style="list-style-type: none"> <li>• Hispanic/Latino Females at FS-06 = 0.00%</li> <li>• Hispanic/Latino Females at FS-02 = 2.43%</li> <li>• Hispanic/Latino Females at FS-01 = 1.74%</li> <li>• Hispanic/Latino Females at FS Exec. = 1.97%</li> </ul> <p><b>Hispanic/Latino Females Permanent Workforce = 3.34%</b></p> <ul style="list-style-type: none"> <li>• Black/African American Males at FS-07 = 0.00%</li> <li>• Black/African American Males at FS-06 = 0.00%</li> <li>• Black/African American Males at FS-05 = 0.00%</li> <li>• Black/African American Males at FS-04 = 6.96%</li> <li>• Black/African American Males at FS-03 = 6.86%</li> <li>• Black/African American Males at FS-02 = 5.83%</li> <li>• Black/African American Males at FS-01 = 3.78%</li> <li>• Black/African American Males at FS Exec. = 5.26%</li> </ul> <p><b>Black/African American Males Permanent Workforce = 7.30%</b></p> <ul style="list-style-type: none"> <li>• Black/African American Females at FS-07 = 0.00%</li> <li>• Black/African American Females at FS-06 = 0.00%</li> <li>• Black/African American Females at FS-03 = 8.17%</li> <li>• Black/African American Females at FS-02 = 2.27%</li> <li>• Black/African American Females at FS-01 = 7.56%</li> <li>• Black/African American Females at FS Exec. = 5.92%</li> </ul> <p><b>Black/African American Females Permanent Workforce = 15.23%</b></p> <ul style="list-style-type: none"> <li>• Asian Males at FS-07 = 0.00%</li> <li>• Asian Males at FS-03 = 2.94%</li> <li>• Asian Males at FS-01 = 2.91%</li> <li>• Asian Males at FS Exec. = 1.32%</li> </ul> <p><b>Asian Males Permanent Workforce = 3.83%</b></p> <ul style="list-style-type: none"> <li>• Asian Females at FS-06 = 0.00%</li> <li>• Asian Females at FS-02 = 4.61%</li> <li>• Asian Females at FS-01 = 4.07%</li> <li>• Asian Females at FS Exec. = 3.29%</li> </ul> <p><b>Asian Females Permanent Workforce = 5.47%</b></p> <p><b>No NHOPI Males are represented in the FS Permanent Workforce</b></p> <ul style="list-style-type: none"> <li>• NHOPI Females at FS-07 = 0.00%</li> <li>• NHOPI Females at FS-06 = 0.00%</li> <li>• NHOPI Females at FS-05 = 0.00%</li> <li>• NHOPI Females at FS-04 = 0.00%</li> <li>• NHOPI Females at FS-03 = 0.00%</li> <li>• NHOPI Females at FS-02 = 0.00%</li> <li>• NHOPI Females at FS-01 = 0.00%</li> </ul> <p><b>NHOPI Females Permanent Workforce = 0.06%</b></p>
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		<ul style="list-style-type: none"> <li>• AIAN Males at FS-07 = 0.00%</li> <li>• AIAN Males at FS-06 = 0.00%</li> <li>• AIAN Males at FS-05 = 0.00%</li> <li>• AIAN Males at FS-04 = 0.00%</li> <li>• AIAN Males at FS-02 = 0.00%</li> <li>• AIAN Males at FS-01 = 0.00%</li> <li>• AIAN Males at FS Exec. = 0.00%</li> </ul> <p><b>AIAN Males Permanent Workforce = 0.15%</b></p> <ul style="list-style-type: none"> <li>• AIAN Females at FS-07 = 0.00%</li> <li>• AIAN Females at FS-06 = 0.00%</li> <li>• AIAN Females at FS-05 = 0.00%</li> <li>• AIAN Females at FS-04 = 0.00%</li> <li>• AIAN Females at FS-02 = 0.00%</li> <li>• AIAN Females at FS Exec. = 0.00%</li> </ul> <p><b>AIAN Females Permanent Workforce = 0.21%</b></p> <ul style="list-style-type: none"> <li>• Two or More Races Males at FS-07 = 0.00%</li> <li>• Two or More Races Males at FS-06 = 0.00%</li> <li>• Two or More Races Males at FS-04 = 0.00%</li> <li>• Two or More Races Males at FS-03 = 0.16%</li> <li>• Two or More Races Males at FS-02 = 0.00%</li> <li>• Two or More Races Males at FS Exec. = 0.00%</li> </ul> <p><b>Two or More Races Males Permanent Workforce = 0.18%</b></p> <ul style="list-style-type: none"> <li>• Two or More Races Females at FS-07 = 0.00%</li> <li>• Two or More Races Females at FS-06 = 0.00%</li> <li>• Two or More Races Females at FS-03 = 0.33%</li> <li>• Two or More Races Females at FS-02 = 0.49%</li> <li>• Two or More Races Females at FS-01 = 0.00%</li> <li>• Two or More Races Females at FS Exec. = 0.00%</li> </ul> <p><b>Two or More Races Females Permanent Workforce = 0.55%</b></p>
Complaint Data (Trends)	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups affected are as follows:</p> <ul style="list-style-type: none"> <li>• 16 complaints filed alleged Race (Black/African American) as a basis. Within those 16 complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%), Terms/Conditions of Employment at four (24.00%), and Assignment of Duties at two (12.50%).</li> <li>• Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those five complaints filed; the top three issues involved were Harassment (non-sexual) at one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</li> <li>• One complaint filed alleged Race (Asian) as a basis. The issue is Assignment of Duties.</li> </ul>
Grievance Data (Trends)	Yes	<p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> </ul>



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		<ul style="list-style-type: none"> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
<p>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</p>	<p align="center">No</p>	
<p>Climate Assessment Survey (e.g., FEVS)</p>	<p align="center">Yes</p>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b>            In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.            Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 85 percent of Asian American overall hold a favorable opinion (Gap - +1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p>



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		<ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent  American Indian Alaska Native 2 percent  Other 3 percent</p>
Focus Groups	No	



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Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

**Status of Barrier Analysis Process**

No	No

**Statement of Identified Barrier(s)**

<b>Description of Policy, Procedure, or Practice</b>
Not applicable. This is a new trigger for FY 2020

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
Conduct a barrier analysis to determine whether an Agency policy, practice, or procedure is creating a barrier for all identified groups in this trigger		09/30/2021	Yes		
Address underrepresentation in the FS grade levels and FS Exec. workforce for all identified groups in this trigger.		09/30/2021	Yes		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martínez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM, Human Capital Service Center	Jeffery Anoka	Yes
HCTM, Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM, Foreign Service Center	Alyssa Leggoe	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date



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09/30/2021	Engage agency stakeholders to investigate triggers, determine if barriers exist, and identify root causes, as applicable.		
09/30/2021	Prepare a barrier analysis findings report.		
09/30/2021	Perform a further analysis of agency data sources on the trigger, perform a trends analysis, and determine in which agency components the triggers exist and if triggers are barriers.		
09/30/2021	Explore methods for improving minority representation utilizing the Diversity & Inclusion FY 2021 Outreach and Strategic Recruitment Framework.		
09/30/2021	Collaborate with internal agency stakeholders to identify an efficient method for sharing external vacancy announcements with external organizations to attract a larger applicant pool, and devise a list of diverse external entities (e.g., ERGs, Blacks In Government, League of United Latin American Citizens) to ensure awareness of the agency’s external vacancy announcements.		

**Report of Accomplishments**

Fiscal Year	Accomplishments
	N/A

**I-5 Statement of Condition That Was a Trigger for a Potential Barrier:**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A1	Higher than expected “Employee Losses” via “Removals” of select minority groups

**EEO Group(s) Affected by Trigger**

Black or African American Females

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>Reviewed data in Table A1 for each of the EEO groups and observed that the “Removal” rates compared to the representation rate in the Permanent Workforce showed a disparity for the Black/African American Females group.</p> <ul style="list-style-type: none"> <li>Black/African American Females “Removal” Rate = 50.0%</li> </ul> <p>There were a total of 6 employee removals in fiscal year 2020. Black/African American Females accounted for half of all removals from the agency.</p> <p><b>Black African American Females Permanent Workforce = 15.23</b></p>
Complaint Data (Trends)	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups affected are as follows:</p> <ul style="list-style-type: none"> <li>16 complaints filed alleged Race (Black/African American) as a basis. Within those 16 complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%), Terms/Conditions of Employment at 4 (24.00%), and Assignment of Duties at two (12.50%).</li> <li>Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those five complaints filed; the top three issues involved were Harassment (non-sexual) at</li> </ul>



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		<p>one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</p> <ul style="list-style-type: none"> <li>• One complaint filed alleged Race (Asian) as a basis. The issue is Assignment of Duties</li> </ul>
Grievance Data (Trends)	Yes	<p><u>AFGE</u> AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b> In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce</li> </ul>





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		<p>representative of all segments of society.</p> <ul style="list-style-type: none"> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another Agency/new job  <u>Employees who separated and identified by race:</u></p>



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		White 25 percent African American/Black 6 percent Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

**Status of Barrier Analysis Process**

No	No
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**Statement of Identified Barrier(s)**

Description of Policy, Procedure, or Practice
Not applicable. This is a new trigger for FY2020

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier for this trigger	09/30/2020	09/30/2021	Yes		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martínez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM, Human Capital Service Center	Jeffery Anoka	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date



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09/30/2021	Perform a further analysis of Agency data sources on the triggers, including trends analysis, and determine in which agency components or offices the triggers exist.		
09/30/2021	Engage agency stakeholders to investigate triggers, determine if barriers exist, and identify root causes as applicable.		
09/30/2021	Prepare a findings report.		
09/30/2021	Engage agency stakeholders to develop an Action Plan for this trigger.		
09/30/2021	Perform a further analysis of Agency data sources on the triggers, including trends analysis, and determine in which agency components or offices the triggers exist.		

**Report of Accomplishments**

Fiscal Year	Accomplishments
	N/A

**I-6 Statement of Condition That Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A-71	Lower than expected internal competitive promotions of select minority groups in Senior Grade levels.

EEO Group(s) Affected by Trigger
Hispanic or Latino Males
Black or African American Males
Asian Males
Two or More Races Males

Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>Reviewed the permanent internal competitive promotions in Table A7, compared participation rates by race, national origin, and gender for Senior Grade Levels by the EEO groups and compared their rate of selection to their representation amongst all the Qualified Internal Applicants.</p> <p>There were 16 internal competitive promotions for the GS-13 grade level and 39 promotions at the GS-14 grade level. There were 30 internal competitive promotions for the GS-15 grade level and none for the SES or Equivalent.</p> <p>Listed below, are the EEO groups with low participation rates for Senior Grade Levels:</p> <ul style="list-style-type: none"> <li>• Black/African American Males GS-13 Internal Selection Rate = 0.0%</li> <li>• <b>Black/African American Males GS-13 Qualified Internal Applicants = 12.50%</b></li> <li>• Hispanic/Latino Males GS-15 Internal Selection Rate = 0.0%</li> <li>• <b>Hispanic/Latino Males GS-15 Qualified Internal Applicants = 7.14%</b></li> </ul>



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		<ul style="list-style-type: none"> <li>• Asian Males GS-13 Internal Selection Rate = 0.0%</li> <li><b>Asian Males GS-13 Qualified Internal Applicants = 5.88%</b></li> <li>• Asian Males GS-15 Internal Selection Rate = 0.0%</li> <li><b>Asian Males GS-15 Qualified Internal Applicants = 4.76%</b></li> <li>• Two or More Race Males GS-15 Internal Selection Rate = 0.00%</li> <li><b>Two or More Race Males GS-15 Qualified Internal Applicants = 4.76%</b></li> </ul> <p>The EEO Groups below did not apply for Internal Competitive Promotions at the following Senior Grade Levels:  <b>GS-13: Hispanic Males, White Males, NHOPI Males</b>  <b>GS-14: NHOPI Males and Females, AIAN Males and Females, Two or More Races Males and Females</b>  <b>GS-15: NHOPI Males and Females, AIAN Males, Two or More Females</b></p> <p>Applicant Flow Data is not available for Foreign Service Applicants</p>
Complaint Data (Trends)	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups affected are as follows:</p> <ul style="list-style-type: none"> <li>• 16 complaints filed alleged Race (Black/African American) as a basis. Within those 16 complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%), Terms/Conditions of Employment at four (24.00%), and Assignment of Duties at two (12.50%).</li> <li>• Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those five complaints filed; the top three issues involved were Harassment (non-sexual) at one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</li> <li>• One complaint filed alleged Race (Asian) as a basis. The issue is Assignment of Duties.</li> </ul>
Grievance Data (Trends)	Yes	<p><u>AFGE</u> - AFGE has no active grievances for FY20. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b>          In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency's overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> </ul>



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	<ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American over</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> </ul>
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		<ul style="list-style-type: none"> <li>• 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent  American Indian Alaska Native 2 percent  Other 3 percent</p>
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

**Status of Barrier Analysis Process**

No	No
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**Statement of Identified Barrier(s)**

Description of Policy, Procedure, or Practice
Various Groups within the Agency are underrepresented within the internal competitive promotions at the Senior Grade Levels. Further analysis is needed to identify barriers.

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
To increase the participation and hiring rate for the EEO Groups identified in this trigger	10/31/2019	09/30/2022	Yes		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan?
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		(Yes or No)
OCRD, Acting Director	Ismael Martinez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM, Human Capital Service Center	Jeffery Anoka	Yes
HCTM, Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM, Foreign Service Center	Alyssa Leggoe	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date
09/30/2020	OCRD will work with Agency Stakeholders to create a comprehensive plan to identify potential barriers in relation to the Internal Competitive Promotions at the Senior Grade Level.	09/30/2021	
09/30/2020	The Affirmative Employment team will coordinate with HCTM to analyze promotion policies and procedures to determine the specific barriers in the Senior Grade workforce..	09/30/2021	
09/30/2020	Increase understanding among hiring managers for considering workforce diversity in senior grades when making selection decisions	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
N/A	N/A

**I-7 Statement of Condition That Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A7	Lower than expected participation rate for New Hires of select minority groups in Senior Grade levels

EEO Group(s) Affected by Trigger
Hispanic or Latino Males
Hispanic or Latino Females
White Females
Black or African American Males
Asian Females
Native Hawaiian or Other Pacific Islander Females
American Indian or Alaska Native Males
American Indian or Alaska Native Females



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Two or More Races Males
Two or More Races Females

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
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Workforce Data Tables	Yes	<p>Reviewed the New Hires data in Table A7, compared participation rates by race, national origin, and gender for Senior Grade Levels by the EEO groups and compared their rate of selection to their representation amongst all the Qualified External Applicants.</p> <p>There were 64 New Hires for the GS-13 grade level and 73 New Hires at the GS-14 grade level. There were 35 New Hires for the GS-15 grade level and three New hires for the SES level or Equivalent.</p> <p>Listed below, are the EEO groups with low participation rates for Senior Grade Levels:</p> <p><b><u>GS-13</u></b></p> <ul style="list-style-type: none"> <li>• NHOPI Females GS-13 External Selection Rate = 0.0%</li> <li><b>NHOPI Females GS-13 Qualified External Applicants = 0.18%</b></li> <li>• AIAN Males GS-13 External Selection Rate = 0.0%</li> <li><b>AIAN males GS-13 Qualified External Applicants = 0.67%</b></li> <li>• AIAN Females GS-13 External Selection Rate = 0.0%</li> <li><b>AIAN Females GS-13 Qualified External Applicants = 0.18%</b></li> <li>• Two or More Races Males GS-13 External Selection Rate = 0.0%</li> <li><b>Two or More Races Males GS-13 Qualified External Applicants = 0.62%</b></li> </ul> <p><b><u>GS-14</u></b></p> <ul style="list-style-type: none"> <li>• Hispanic/Latino Males GS-14 External Selection Rate = 1.37%</li> <li><b>Hispanic/Latino Males GS-14 Qualified External Applicants = 5.78%</b></li> </ul> <p><b><u>GS-15</u></b></p> <ul style="list-style-type: none"> <li>• Hispanic/Latino Males GS-15 External Selection Rate = 2.86%</li> <li><b>Hispanic/Latino Males GS-15 Qualified External Applicants = 7.43%</b></li> <li>• Hispanic/Latino Females GS-15 External Selection Rate = 0.0%</li> <li><b>Hispanic/Latino Females GS-15 Qualified External Applicants = 4.74%</b></li> </ul> <p><b><u>SES or Equivalent</u></b></p> <ul style="list-style-type: none"> <li>• Hispanic/Latino Males SES or Equivalent External Selection Rate = 0.0%</li> <li><b>Hispanic/Latino Males SES or Equivalent Qualified External Applicants = 4.76%</b></li> <li>• Hispanic/Latino Females SES or Equivalent External Selection Rate = 0.0%</li> <li><b>Hispanic/Latino Females SES or Equivalent Qualified External Applicants = 1.59%</b></li> <li>• Black/African American Males SES or Equivalent External Selection Rate = 0.0%</li> <li><b>Black/African American Males SES or Equivalent Qualified External Applicants = 19.05%</b></li> <li>• White Females SES or Equivalent External Selection Rate = 0.0%</li> <li><b>White Females SES or Equivalent Qualified External Applicants = 9.52%</b></li> <li>• Asian Females SES or Equivalent External Selection Rate = 0.0%</li> <li><b>Asian Females SES or Equivalent Qualified External Applicants = 1.59%</b></li> <li>• Two or More Races Males SES or Equivalent External Selection Rate = 0.0%</li> <li><b>Two or More Races Males SES or Equivalent Qualified External Applicants = 0.61%</b></li> <li>• Two or More Races Females SES or Equivalent External Selection Rate = 0.0%</li> </ul>
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		<p><b>Two or More Races Females SES or Equivalent Qualified External Applicants = 0.61%</b></p> <p><b>The EEO Groups below did not apply for New Hire positions at the following Senior Grade Levels:</b>  <u><b>GS-14</b></u>          NHOPI Males  <u><b>GS-15</b></u>          NHOPI Males  <u><b>SES or Equivalent</b></u>          NHOPI Males and Females, AIAN Males</p> <p>Applicant Flow Data is not available for Foreign Service Applicants</p>
Complain Data (Trends)	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> <li>• 16 complaints filed alleged Race (Black/African American) as a basis. Within those 16 complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%), Terms/Conditions of Employment at four (24.00%), and Assignment of Duties at two (12.50%).</li> <li>• Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those five complaints filed; the top three issues involved were Harassment (non-sexual) at one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</li> <li>• One complaint filed alleged Race (Asian) as a basis.</li> </ul>
Grievance Data (Trends)	Yes	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b> In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency's overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> </ul>



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		<ul style="list-style-type: none"> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent  American Indian Alaska Native 2 percent  Other 3 percent</p>



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Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

**Status of Barrier Analysis Process**

No	No

**Statement of Identified Barrier(s)**

Description of Policy, Procedure, or Practice
Various external EEO Groups are underrepresented within the New Hire applicants at the Senior Grade Levels. Further analysis is needed to identify barriers.

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
To increase the participation and hiring rate for the EEO Groups identified in this trigger	10/31/2020	09/30/2022	Yes		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martinez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM, Human Capital Service Center	Jeffery Anoka	Yes
HCTM, Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM, Foreign Service Center	Alyssa Leggoe	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date
09/30/2020	OCRD will work with agency Stakeholders to create a comprehensive plan to	09/30/2021	



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	identify potential barriers in relation to the New Hires at the Senior Grade Level.		
09/30/2020	The Affirmative Employment team will coordinate with HCTM to analyze hiring policies and procedures to determine the specific barriers in the external Senior Grade applicants.	09/30/2021	
09/30/2020	Increase understanding among hiring managers for considering workforce diversity in senior grades when making selection decisions	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments

**I-8 Statement of Condition That Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	A1	Higher attrition rate for select employees as compared to the overall, permanent, Civil Service, and Foreign Service workforce.

**EEO Group(s) Affected by Trigger**

All Women
Hispanic or Latino Males
Hispanic or Latino Females
Black or African American Males
Black or African American Females
Asian Males
Asian Females
Native Hawaiian or Other Pacific Islander Males
Native Hawaiian or Other Pacific Islander Females
American Indian or Alaska Native Males
American Indian or Alaska Native Females
Two or More Races Males
American Indian or Alaska Native Females

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<u>Attrition</u> Permanent Overall Attrition rates were higher compared to the permanent workforce for the





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	<p>following EEO Groups:</p> <p>Overall Total Separations</p> <ul style="list-style-type: none"> <li>• 3.66 percent of Overall Total Separations were Hispanic/Latino Males, compared to their total separations percentage of 2.82 percent (Gap—.84 percent).</li> <li>• 31.30 percent of Overall Total Separations were White Males, compared to their total separations percentage of 30.84 percent (Gap—.46 percent)</li> <li>• 3.83 percent of Overall Total Separations were Asian Males, compared to their permanent workforce percentage of 3.67 percent (Gap—.16 percent)</li> <li>• 0.41 percent of Overall Total Separations were NHOPF Females, compared to their permanent workforce percentage of 0.08 percent (Gap—0.33 percent)</li> <li>• 0.41 percent of Overall Total Separations were American Indian or Alaska Native Males, compared to their permanent workforce percentage of 0.13 percent (Gap—0.28 percent)</li> <li>• 0.55 percent of Overall Total Separations were Two or More Races Males, compared to their permanent workforce percentage of 0.18 percent (Gap—0.37 percent)</li> </ul> <p>While there were no triggers for the Agency’s overall workforce for Hispanic Females or African American Females compared to their respective overall workforce benchmarks, the Agency will continue to monitor these groups for potential trends.</p> <p>Resignations</p> <ul style="list-style-type: none"> <li>• 56.86 percent of all resignations for the Agency were women, compared to their total workforce percentage of 55.52 percent (Gap—1.34 percent).</li> <li>• 3.92 percent of all Agency resignations were Hispanic/Latina Females, compared to their total workforce percentage of 3.24 percent (Gap—0.68 percent).</li> <li>• 31.37 percent of all Agency resignations were White Females, compared to their total workforce percentage of 30.84 percent (Gap—0.53 percent).</li> <li>• 41.18 percent of all Agency resignations were White Females, compared to their total workforce percentage of 31.84 percent (Gap—9.34 percent).</li> <li>• 7.84 percent of all Agency resignations were Black/African American Males, compared to their total workforce percentage of 6.81 percent (Gap—1.03 percent).</li> <li>• 1.96 percent of Overall Total Separations were American Indian or Alaska Native Males, compared to their total workforce percentage of 0.08 percent (Gap—1.88 percent)</li> </ul> <p>While there were no triggers for the Agency’s overall workforce for Hispanic and Females or African American Females compared to their respective total workforce benchmarks, the Agency will continue to monitor these groups for potential trends.</p> <p>Retirement</p> <ul style="list-style-type: none"> <li>• 46.99 percent of all resignations for the Agency were men, compared to their total workforce percentage of 44.48 percent (Gap—2.51 percent).</li> <li>• 4.82 percent of all Agency resignations were Hispanic/Latino Males, compared to their total workforce percentage of 2.82 percent (Gap—2.0 percent).</li> <li>• 32.53 percent of all Agency resignations were White Males, compared to their total workforce percentage of 30.84 percent (Gap—1.69 percent).</li> <li>• 38.55 percent of all Agency resignations were White Females, compared to their total workforce percentage of 31.84 percent (Gap—6.31 percent).</li> <li>• 1.20 percent of Overall Total Separations were American Indian or Alaska Native Males, compared to their total workforce percentage of 0.13 percent (Gap—1.07 percent)</li> </ul> <p>While there were no triggers for the Agency’s overall workforce for Hispanic and Females or African American Females compared to their respective total workforce benchmarks, the Agency will continue to monitor these groups for potential trend</p> <p>Other Separations</p> <ul style="list-style-type: none"> <li>• 3.85 percent of all Agency separations were Hispanic Males, compared to their total workforce percentage of 2.82 percent (Gap—1.03 percent).</li> <li>• 6.73 percent of all Agency resignations were Asian Females, compared to their total</li> </ul>
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		<p>workforce percentage of 5.73 percent (Gap—1.0 percent).</p> <ul style="list-style-type: none"> <li>● 0.96 percent of all Agency separations were Two or More Races Males, compared to their total workforce percentage of 0.21 percent (Gap—0.75 percent)</li> </ul> <p><u>Total Permanent Workforce</u></p> <ul style="list-style-type: none"> <li>● 47.80 percent of the total Permanent Separations were All Males, compared to their total permanent workforce percentage of 45.27 percent (Gap—1.05 percent).</li> <li>● 4.95 percent of the total Permanent Separations were Hispanic/Latino Males, compared to their total permanent workforce percentage of 3.04 percent (Gap—1.91 percent).</li> <li>● 30.77 percent of the total Permanent Separations were White Females, compared to their total permanent workforce percentage of 29.86 percent (Gap—0.91 percent).</li> <li>● 7.69 percent of the total Permanent Separations were Black Males, compared to their total permanent workforce percentage of 7.30 percent (Gap—0.39 percent)</li> <li>● 4.95 percent of the total Permanent Separations were Asian Males, compared to their total permanent workforce percentage of 3.83 percent (Gap—1.12 percent)</li> <li>● 0.55 percent of the total Permanent Separations were Asian Males, compared to their total permanent workforce percentage of 0.15 percent (Gap—0.40 percent)</li> <li>● 0.55 percent of the total Permanent Separations were Two or More Races Males, compared to their total permanent workforce percentage of 0.18 percent (Gap—0.37 percent)</li> </ul> <p><u>Resignations</u></p> <ul style="list-style-type: none"> <li>● 57.14 percent of all resignations for the Agency were women, compared to their permanent workforce percentage of 54.73 percent (Gap—2.41 percent).</li> <li>● 40.00 percent of all Agency resignations were White Females, compared to their permanent workforce percentage of 29.86 percent (Gap—10.14 percent).</li> <li>● 11.43 percent of all Agency resignations were Black/African American Males, compared to their permanent workforce percentage of 7.30 percent (Gap—4.13 percent).</li> <li>● 5.71 percent of all Agency resignations were Asian Females, compared to their permanent workforce percentage of 5.47 percent (Gap—0.24 percent)</li> </ul> <p><u>Retirement</u></p> <ul style="list-style-type: none"> <li>● 47.89 percent of all retirements for the Agency were Males, compared to their permanent workforce percentage of 45.27 percent (Gap—2.62 percent).</li> <li>● 5.71 percent of all Agency retirements were Hispanic/Latino Males, compared to their permanent workforce percentage of 3.04 percent (Gap—2.67 percent)</li> <li>● 32.86 percent of all Agency retirements were White Males, compared to their permanent workforce percentage of 30.77 percent (Gap—2.09percent)</li> <li>● 32.86 percent of all Agency retirements were White Females, compared to their permanent workforce percentage of 29.86 percent (Gap—3.0 percent)</li> <li>● 4.29 percent of all Agency retirements were Asian Males, compared to their permanent workforce percentage of 3.86 percent (Gap—0.43 percent)</li> <li>● 1.43 percent of all Agency retirements were AIAN Males, compared to their permanent workforce percentage of 015 percent (Gap—1.28 percent)</li> </ul> <p><u>Other Separations</u></p> <ul style="list-style-type: none"> <li>● 47.89 percent of all Other Separations for the Agency were Males, compared to their permanent workforce percentage of 45.27 percent (Gap—2.62 percent).</li> <li>● 5.63 percent of all Other Separations were Hispanic/Latino Males, compared to their permanent workforce percentage of 3.04percent (Gap—2.23 percent)</li> <li>● 8.45 percent of all Other Separations were Black/African American Males, compared to their permanent workforce percentage of 7.30 percent (Gap—1.15 percent)</li> <li>● 19.72 percent of all Other Separations were Black/African American Females, compared to their permanent workforce percentage of 15.23 percent (Gap 4.49 percent)</li> </ul>
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		<ul style="list-style-type: none"> <li>• 7.04 percent of all Other Separations were Asian Males, compared to their permanent workforce percentage of 3.83percent (Gap—3.21 percent)</li> <li>• 1.41 percent of all Other Separations were Two or More Males, compared to their permanent workforce percentage of 0.18 percent (Gap—1.23 percent)</li> </ul> <p><b>CS</b></p> <p><b>Permanent Workforce</b></p> <p>Attrition rates for Civil Service were higher compared to the permanent workforce for Total Females, White Females, and Black/African American Females.</p> <ul style="list-style-type: none"> <li>• Of the overall Civil Service’s workforce’s employee losses, Total Females accounted for 56.06 percent of the total separations, compared to their permanent workforce percentage of 49.19 percent (Gap—6.87 percent). 58.33 percent resigned, compared to the permanent workforce (Gap—9.14 percent).</li> <li>• Of the overall Civil Service permanent workforce’s employee losses, White Females accounted for 40.0 percent of the total Civil Service separations, compared to their permanent workforce percentage of 29.86 percent (Gap—10.14 percent). White Females resigned at a greater frequency (41.67 percent) compared to their permanent workforce percentage (Gap—11.81 percent). White Females retired at a slightly greater percentage (33.33 by—3.47 percent) compared to their permanent workforce</li> <li>• Of the overall Civil Service’s workforce’s employee losses, Asian Females accounted for 3.79 percent of the total separations, compared to the permanent workforce of 3.83 percent (Gap—2.35 percent). 9.52 percent of Asian Females resigned from the Agency, compared to their permanent workforce of percentage (Gap—4.34 percent).</li> </ul> <p>While there were no triggers (a positive difference of at least two percent from the relevant benchmark) for the Agency’s overall workforce for Hispanic Females compared to their respective permanent workforce benchmarks, the Agency will continue to monitor this group for potential trends. Please note the following:</p> <ul style="list-style-type: none"> <li>• African American Females: Of the overall Civil Service’s workforce’s employee losses, African American Females accounted for 18.94 percent of the total separations, compared to the permanent workforce of 15.23 percent (Gap—3.71 percent). Of the total retirements from the Agency, African American Females made up 10.0 percent compared to their permanent workforce (Gap—5.23 percent).</li> </ul> <p><b>Permanent FS</b></p> <p>Attrition rates in the Foreign Service were lower compared to the permanent workforce for Total Females, and White Females.</p> <ul style="list-style-type: none"> <li>• Of the total Foreign Service separations from the Agency, Total Females accounted for 58.82% of all resignations, compared to the permanent workforce of 54.73 percent (Gap—4.09 percent).</li> <li>• White Females accounted for 34.55 percent of the total separations, compared to its permanent workforce of 30.77 percent (Gap—3.78 percent) which does not meet the criterion of a trigger. However, of the total Foreign Service separations, White Females accounted for 41.18 percent of the Agency resignations, compared to their permanent workforce percentage of 28.35 percent (Gap—12.83 percent).</li> </ul> <p>While there were no triggers (a positive difference of at least two percent from the relevant benchmark) for the Agency’s Foreign Service workforce for Hispanic Females, and African American Females, and Asian Females compared to their respective permanent workforce benchmarks, the Agency will continue to monitor these groups for potential trends.</p>
Complaint Data (Trends)	Yes	<p>FY 2020 data shows EEO complaint issues of EEO groups affected are as follows:</p> <ul style="list-style-type: none"> <li>• 16 complaints filed alleged Race (Black/African American) as a basis. Within those 16 complaints filed, the top three issues were Harassment (non-sexual) at four (25.00%),</li> </ul>



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		<p>Terms/Conditions of Employment at four (24.00%), and Assignment of Duties at two (12.50%).</p> <ul style="list-style-type: none"> <li>• Five complaints filed alleged National Origin (Hispanic/Latino or Other) as a basis. Within those five complaints filed; the top three issues involved were Harassment (non-sexual) at one (0.20%), Promotions/Non-Selection at three (0.60%), and Time and Attendance at one (0.20%).</li> <li>• One complaint filed alleged Race (Asian) as a basis. The issue is Assignment of Duties</li> </ul>
Grievance Data (Trends)	Yes	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b></p> <p>In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p>



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	<p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American over</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> </ul>
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		<ul style="list-style-type: none"> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent  American Indian Alaska Native 2 percent  Other 3 percent</p>
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

**Status of Barrier Analysis Process**

No	No

**Statement of Identified Barrier(s)**

Description of Policy, Procedure, or Practice
Further analysis is required to determine root causes for high attrition rates among EEO groups identified in this trigger and to identify any additional barriers leading them to leave the agency.

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
To lower the attrition rate of the EEO Groups identified in this trigger as compared to the	10/31/2019	09/30/2022	Yes		





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permanent workforce					
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**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martinez	Yes
HCTM, Chief Human Capital Officer (CHCO)	Bob Leavitt	Yes
HCTM: Human Capital Service Center	Jeffery Anoka	Yes
HCTM: Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM: Foreign Service Center	Alyssa Leggoe	Yes
OCRD, Anti-Harassment Program Manager	Kayce Munyeneh	Yes
OCRD, Complaints and Resolution Chief	Liza Almo	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date
09/30/2020	OCRD will work with HCTM to develop a comprehensive plan to identify potential barriers in relation to the attrition of women in the workforce.	09/30/2021	
09/30/2020	Affirmative Employment team will coordinate with HCTM to analyze promotion policies and procedures to determine the specific barriers women face.	09/30/2021	
09/30/2020	Agency will conduct a review of any exit surveys or conduct an additional survey to look into the causes of attrition by women at the Agency, including both the Foreign and Civil Services.	09/30/2021	
09/30/2020	Missions and overseas offices to hold additional rounds of consultations with implementing partners and staff to identify key trends and challenges in responding to sexual exploitation and abuse (SEA), as well as sexual harassment.	09/30/2021	
09/30/2020	Agency to continue deploying the Respectful, Inclusive, and Safe Environments (RISE) training. Expanding out to more and more Missions, in addition to doing Washington sessions (internal workplace). The Agency FO approved a series of screening measures that is being integrated into hiring/onboarding processes to screen for past sexual misconduct.	09/30/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
N/A	N/A

**I-8 Statement of Condition That Was a Trigger for a Potential Barrier**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
No aggregated	N/A	Challenges with Data on Foreign Service - No aggregate data are available on



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data available on Foreign Service by Backstops – Distribution by Race Ethnicity		Foreign Service distribution by “backstop” or occupational series overtime. Any matching of personnel to backstops is done manually for different talent processes like promotion and assignments, which makes it difficult to break down triggers and barriers for each of the Foreign Service. Backstops have multiple occupational series within them, and an occupational series can span across multiple backstops. Both access to data and use of the data as applicable to USAID’s specific Foreign Service workforce remain challenges
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**TBD**

TBD

**Workforce Data Tables**

Workforce Data Tables	N	
Complaint Data (Trends)	N	
Grievance Data (Trends)	N	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	N	
Climate Assessment Survey (e.g., FEVS)	N	
Exit Interview Data	N	
Focus Groups	N	
Interviews	N	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	N	
Other (Please Describe)	N	

**Status of Barrier Analysis Process**

No	No

**Statement of Identified Barrier(s)**

Description of Policy, Procedure, or Practice
The Agency lacks the capacity to capture Foreign Service data as it relates to race, national origin, gender, and disability by backstop in one system.

**Objective(s) and Dates for EEO Plan**

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
To capture FS data in a system	10/31/2019	12/31/2020	Yes	12/31/2021	



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that provides Race/National Origin/Gender (RNOG) to be able to conduct barrier analysis.					
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**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martínez	Yes
HCTM: Foreign Service Center Director	Alyssa Leggoe	Yes
HCTM/Workforce Planning, Policy, and Systems Management Center/Workforce Planning and Program Division Chief	Daniel Corle	Yes

**Planned Activities Toward Completion of Objective**

Target Date	Planned Activities	Modified Date	Completion Date
12/31/2020	OCRD will coordinate with HCTM to assess how data for the Foreign Service can be improved, aggregated, and shared between the two offices and the broader Agency, including data by backstop and Missions.	12/31/2021	
12/31/2020	OCRD and HCTM will collaborate to conduct focus-group sessions to survey Foreign Service officers by backstop on their perceptions of barriers in the employee lifecycle.	12/31/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	N/A

**Part J - Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities**

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

**Section I: Efforts to Reach Regulatory Goals**

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.
 

a. Cluster GS-1 to GS-10 (PWD)	Yes 0	No X
b. Cluster GS-11 to SES (PWD)	Yes X	No 0

**Civil Service**

Analysis of MD-715 workforce data shows that for the GS-11 to SES cluster there was 7.88 percent of the CS workforce identifying as a person with a disability.,



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(Note: For the Cluster GS-1 to GS-10 [PWD] 13.73% of the CS workforce identified as a person with a disability, and thus there is no trigger.)

**Foreign Service**

Analysis of MD-715 workforce data shows that for the FO-04 to SFS cluster, there was 2.19 percent of the FS workforce identifying as a person with a disability.

For the FO-09 to FO-05 cluster, one employee identified as a person with disability (0.05 percent).

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.
  - a. Cluster GS-1 to GS-10 (PWTD) Yes 0 No X
  - b. Cluster GS-11 to SES (PWTD) Yes 0 No X

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

In FY 2020 the Agency updated the USAID Plan for the Recruitment and Hiring of People with Disabilities plan to include the 12 percent and two percent goals in addition to other methods of communication to hiring managers and recruiters.

**Section II: Model Disability Program**

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

**A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM**

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no”, describe the agency’s plan to improve the staffing for the upcoming year.
 

Yes X No 0
2. Identify all staff responsible for implementing the agency’s disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	1	1	0	Linda Wilson, Disability Employment Program Manager (DEPM), HCTM
Answering questions from the public about hiring authorities that take disability into account	1	1	0	Linda Wilson, Disability Employment Program Manager (DEPM), HCTM
Processing reasonable accommodation requests from applicants and employees	2	0	0	Mark McKay, Reasonable Accommodation Program Manager (OCRD)
Section 508 Compliance	2	2	0	William Morgan, Supervisory IT Specialist (M/CIO/IA)
Architectural Barriers Act Compliance	2	0	0	Dr. Anthony Bennett, Headquarters Office of Management Services, Management Division Chief (M/MS/HM)  Chris Orbits, Safety and Occupational



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				Health Manager (M/MS/HMD)
Special Emphasis Program for PWD and PWTDD	1	0	0	Linda Wilson, Disability Employment Program Manager (DEPM), HCTM

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Yes X                      No 0

The HCTM Disability Employment Program Manager takes biannual training through USAID University on hiring, retaining, and including people with disabilities. The Program Manager completed this training in 2020 and is scheduled to complete it again in 2022. Course title “A Roadmap to Success: Hiring, Retaining, and Including People with Disabilities”

**B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM**

1. Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes X                      No 0

The Agency provided sufficient funding and other resources to successfully implement the disability program in FY 2020.

**Section III: Plan to Recruit and Hire Individuals with Disabilities**

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTDD.

**A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES**

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

USAID participated in various job and career fairs targeted to people with disabilities (PWD) through the reporting period. The Agency also conducted outreach and strategic recruitment efforts to PWD through webinar sessions including students from Gallaudet University and George Washington University’s Disability Services to promote student employment and career opportunities. USAID’s Disability Employee Resource Group served in an active role to participate in outreach and recruitment, employee engagement, and other efforts supporting the employment of PWD.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency’s use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTDD for positions in the permanent workforce.

To attract candidates with disabilities, USAID uses both Schedule A and the 30% or more disabled veteran hiring authorities. We also use outreach tactics that include participating in recruiting events, paid advertisements, and the wounded warrior program.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual’s application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

(1) The Agency determines if an individual is eligible by requesting that the individual submit a letter from an authorized



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health provider. (2) Upon verification of required documents to ensure eligibility for participation (e.g., Schedule A letter), the resume is submitted to the servicing HR specialist who will make qualifications determination. The specialists evaluate the resume on education and experience to determine occupational series and grade level that the applicant could be considered non-competitive within the Agency. If the applicant is found to be qualified, the resume is forwarded to the Human Capital Services Team (HCSC) or directly to a hiring manager for consideration.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide this training.

Yes  No  N/A

The Agency administers mandatory training annually through USAID University, which is USAID’s learning management system that provides interactive instructional guides and tutorials.

**B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS**

Describe the agency’s efforts to establish and maintain contacts with organizations that assist PWD, including PWTDD, in securing and maintaining employment.

In FY 2020, USAID implemented a variety of strategies to support the advancement of disabled veterans within the Agency. USAID sponsors an Employees with Disabilities (EWD) Employee Resource Group (ERG) and partners with its leadership to exchange information on best practices for people with disabilities (PWD), including advancement, retention, and resolution of employment challenges through brown bag sessions, panel sessions, and other events. The sessions focused on what managers can do to support employees with disabilities and disabled veterans and provided information on resources available to support individual development and progression toward career goals.

**C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)**

1. Using the goals of 12% for PWD and 2% for PWTDD as the benchmarks, do triggers exist for PWD and/or PWTDD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.
- |    |   |   |                             |
|----|---|---|-----------------------------|
| a. | New Hires for Permanent Workforce (PWD)   | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. | New Hires for Permanent Workforce (PWTDD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

**Overall Agency**  
 PWD – 6.57 percent of new hires by the Agency identify as persons with a disability  
 PWTDD – 1.01 percent of new permanent hires to the Agency identified as persons with a targeted disability

**CS**  
 PWD – 11.19 percent of new CS permanent hires identify as persons with a disability  
 PWTDD – 1.81 percent of new CS permanent hires identified as a person with a targeted disability

**FS**  
 PWD – 1.10 percent of new FS permanent hires identified as persons with a disability  
 PWTDD – No new FS permanent hires identified as persons with a targeted disability

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTDD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.
- |    |                           |                              |                             |
|----|---------------------------|------------------------------|-----------------------------|
| a. | New Hires for MCO (PWD)   | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| b. | New Hires for MCO (PWTDD) | Yes <input type="checkbox"/> | No <input type="checkbox"/> |

**Total Workforce (Permanent)**  
**0301**





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3.92 percent of qualified candidates identified as PWD with 4.17% being selected  
1.82 percent of qualified candidates identified as a PWTD with 4.17% being selected

#### **0340**

8.30 percent of qualified candidates identified as a PWD with none being selected  
3.32 percent of qualified candidates identified as a PWTD with none being selected

#### **0341**

13.59 percent of qualified candidates identified as a PWD with 30.77% being selected  
5.79 percent of qualified candidates identified as a PWTD with 7.69% being selected

#### **0343**

8.93 percent of qualified candidates identified as a PWD with 12.12% being selected  
3.91 percent of qualified candidates identified as a PWTD with 3.03% being selected

#### **0511**

4.05 percent of qualified candidates identified as a PWD with none being selected  
2.7 percent qualified candidates identified as a PWTD with none being selected

#### **0685**

5.58 percent of qualified candidates identified as a PWD with none being selected  
0.4 percent of qualified candidates identified as a PWTD with none being selected

#### **1102**

6.67 percent of qualified candidates identified as PWD with none being selected  
3.33 percent of qualified candidates identified as a PWTD with none being selected

#### **Civil Service Workforce (Permanent)**

##### **0301**

8.33% of candidates who identified as PWD were selected  
No candidates who identified as PWTD were selected

##### **0340**

No candidates who identified as PWD or PWTD were selected

##### **0341**

47.37% of candidates who identified as PWD were selected  
No candidates who identified as PWTD were selected

##### **0343**

9.3% of candidates who identified as PWD were selected  
4.65% of candidates who identified as PWTD were selected

##### **0511**

No candidates who identified as PWD or PWTD were selected

##### **0685**

No candidates who identified as PWD or PWTD were selected

##### **1102**

5% of candidates who identified as PWD were selected  
5% of candidates who identified as PWTD were selected

#### **Foreign Service Workforce (Permanent)**

##### **0301**

No candidates who identified as PWD or PWTD were selected

##### **0340**

No candidates who identified as PWD or PWTD were selected

##### **0341**

No candidates who identified as PWD or PWTD were selected

##### **0343**

No candidates who identified as PWD or PWTD were selected



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**0511**

No candidates who identified as PWD or PWTD were selected

**0685**

No candidates who identified as PWD or PWTD were selected

**1102**

No candidates who identified as PWD or PWTD were selected

The agency does not currently accept

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- |  |       |      |
|--|-------|------|
| a. Qualified Applicants for MCO (PWD)  | Yes 0 | No 0 |
| b. Qualified Applicants for MCO (PWTD) | Yes 0 | No 0 |

The Agency does not currently report this data. The Agency will work to incorporate into future MD715 reporting.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- |                              |       |      |
|------------------------------|-------|------|
| a. Promotions for MCO (PWD)  | Yes 0 | No 0 |
| b. Promotions for MCO (PWTD) | Yes 0 | No 0 |

**Overall Agency**

**0341**

33.33 percent of qualified internal candidates identified as a PWD with none being selected

33.33 percent of qualified internal candidates identified as a PWTD with none being selected

**0343**

11.54 percent of qualified internal candidates identified as a PWD with 14.29 percent being selected

No qualified internal candidates identified as s PWTD

**Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities**

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

**A. ADVANCEMENT PROGRAM PLAN**

Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

The Agency’s Office of Human Capital and Talent Management provided the Employees with Disabilities ERG leadership information to share with Agency personnel on how to use the Special Appointment Authorities afforded to eligible employees with disabilities, such as, Schedule A and Veterans Recruitment Appointment, 30 percent or More Disabled Veterans Appointment Authorities. The Disability Employment Program Manager met with Agency human resources, recruitment and staffing specialists to ensure timely conversion and promotion of employees appointed using Schedule A and veterans special hiring authorities. To remove any barriers for advancement of people with disabilities, the Agency continued to improve and enhance its Reasonable Accommodation (RA) Program in a number of ways.

**B. CAREER DEVELOPMENT OPPORTUNITIES**



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1. Please describe the career development opportunities that the agency provides to its employees.

USAID provides training and development opportunities to all hiring categories of the Agency’s workforce. In addition to internal development programs the Agency leverages agreements with various intergovernmental organizations and private institutions of learning with an emphasis on leadership development and diversity, equity and inclusion initiatives at the core of its curriculum. These programs are:

- Office of Personnel Management, Center for Leadership Development, Federal Executive Institute (CLD-FEI) partners with USAID for the design and delivery of USAID’s Leadership Development Program (Intentional, Collaborative, Adaptive Leadership, and Strategic Leadership).
- Massachusetts Institute of Technology: (MIT) Seminar XXI: Foreign Politics, International Relations, and the National Interest, is an educational program for current and future leaders in the U.S. national security and foreign policy communities.
- Josef Korbel School of International Studies at the University of Denver and by the Aspen Institute: sponsor International Career Advancement Program (ICAP).
- Department of State, Foreign Service Institute National Security Executive Leadership Seminar (NSELS)
- Long-term Training opportunities at Department of Defense War Colleges and Command and Staff Colleges.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Fellowship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Mentoring Programs	328	249	N/A	N/A	N/A	N/A
Coaching Programs	100	182	N/A	N/A	N/A	N/A
Training Programs	503	589	N/A	N/A	N/A	N/A
Detail Programs	N/A	N/A	N/A	N/A	N/A	N/A
Other Career Development Programs	12	9	N/A	N/A	N/A	N/A

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- a. Applicants (PWD) Yes 0 No 0
- b. Selections (PWD) Yes 0 No 0

N/A. Data is currently not collected for career development opportunities.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for



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selectees.) If “yes”, describe the trigger(s) in the text box.

a.	Applicants (PWTD)	Yes 0	No 0
b.	Selections (PWTD)	Yes 0	No 0

N/A. Data is currently not collected for career development opportunities.

**C. AWARDS**

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

a.	Awards, Bonuses, & Incentives (PWD)	Yes 0	No <b>X</b>
----	-------------------------------------	-------	-------------

Awards, Bonuses, & Incentives (PWTD)      Yes 0      No **X**

**Overall Agency**

**Time Off Awards:**

**1-10 hours:**  
 PWD were awarded 3.03% of awards  
 PWTD were awarded 2.13% of awards  
 According to the Inclusion Rate (IR), persons without disabilities accounted for 1.19% of awards

**11-20 hours:**  
 PWD were awarded 2.42% of awards  
 There were no PWTD awarded (by IR)  
 According to the IR, persons without disabilities accounted for 1.89% of awards

**21-30 hours:**  
 PWD were awarded 6.6% of awards  
 PWTD were awarded 4.26% of awards  
 According to the IR, persons without disabilities accounted for 2.25% of awards

**31-40 hours:**  
 PWD were awarded 1.82% of awards  
 There were no PWTD Awarded (by IR)  
 According to the IR, persons without disabilities accounted for 1.69% of awards

**Cash Awards:**

**\$500 and under:**  
 PWD were awarded 11.52% of awards  
 PWTD were awarded 8.51% of awards  
 According to the IR, persons without disabilities accounted for 11.56% of awards

**\$501 - \$999:**  
 PWD were awarded 16.36% of awards  
 PWTD were awarded 21.28% of awards  
 According to the IR, persons without disabilities accounted for 19.32% of awards

**\$1000 - \$1999:**  
 PWD were awarded 29.9% of awards  
 PWTD were awarded 25.53% of awards  
 According to the IR, persons without disabilities accounted for 31.51% of awards

**\$2000 - \$2999:**



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PWD were awarded 26.06% of awards  
PWTD were awarded 29.79% of awards  
According to the IR, persons without disabilities accounted for 20.94% of awards

#### **\$3000 - \$3999:**

PWD were awarded 4.24% of awards  
PWTD were awarded 8.51% of awards  
According to the IR, persons without disabilities accounted for 8.42% of awards

#### **\$4000 - \$4999:**

PWD were awarded 1.82% of awards  
There were no PWTD awarded (by IR)  
According to the IR, persons without disabilities accounted for 4.14% of awards

#### **\$5000 or more:**

There were no PWD awarded (by IR)  
There were no PWTD awarded (by IR)  
According to the IR, persons without disabilities accounted for 3.05% of awards

#### **Civil Service:**

##### **Time Off Awards:**

##### **1-10 hours:**

PWD were awarded 3.17% of awards  
There were no PWTD awarded (by IR)  
According to the Inclusion Rate (IR), persons without disabilities accounted for 1.76% of awards

##### **11-20 hours:**

PWD were awarded 3.17% of awards  
There were no PWTD awarded (by IR)  
According to the IR, persons without disabilities accounted for 2.79% of awards

##### **21-30 hours:**

PWD were awarded 7.94% of awards  
PWTD were awarded 5.88% of awards  
According to the IR, persons without disabilities accounted for 4.11% of awards

##### **31-40 hours:**

PWD were awarded 2.38% of awards  
There were no PWTD Awarded (by IR)  
According to the IR, persons without disabilities accounted for 3.01% of awards

#### **Cash Awards:**

##### **\$500 and under:**

PWD were awarded 8.73% of awards  
PWTD were awarded 8.82% of awards  
According to the IR, persons without disabilities accounted for 9.47% of awards

##### **\$501 - \$999:**

PWD were awarded 14.29% of awards  
PWTD were awarded 20.59% of awards  
According to the IR, persons without disabilities accounted for 20.04% of awards



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#### **\$1000 - \$1999:**

PWD were awarded 27.78% of awards

PWTD were awarded 20.59% of awards

According to the IR, persons without disabilities accounted for 33.33% of awards

#### **\$2000 - \$2999:**

PWD were awarded 23.02% of awards

PWTD were awarded 29.41% of awards

According to the IR, persons without disabilities accounted for 23.2% of awards

#### **\$3000 - \$3999:**

PWD were awarded 3.17% of awards

PWTD were awarded 5.88% of awards

According to the IR, persons without disabilities accounted for 7.93% of awards

#### **\$4000 - \$4999:**

PWD were awarded 1.59% of awards

There were no PWTD awarded (by IR)

According to the IR, persons without disabilities accounted for 4.48% of awards

#### **\$5000 or more:**

There were no PWD or PWTD awarded (by IR)

According to the IR, persons without disabilities accounted for 3.23% of awards

#### **Foreign Service:**

##### **Time Off Awards:**

##### **1-10 hours:**

PWD were awarded 2.56% of awards

PWTD were awarded 7.69% of awards

According to the Inclusion Rate (IR), persons without disabilities accounted for 0.72% of awards

##### **11-20 hours:**

There were no PWD or PWTD awarded (by IR)

According to the IR, persons without disabilities accounted for 1.15% of awards

##### **21-30 hours:**

There were no PWD or PWTD awarded (by IR)

According to the IR, persons without disabilities accounted for 0.72% of awards

##### **31-40 hours:**

There were no PWD or PWTD awarded (by IR)

According to the IR, persons without disabilities accounted for 0.60% of awards

#### **Cash Awards:**

##### **\$500 and under:**

PWD were awarded 20.51% of awards

PWTD were awarded 7.69% of awards

According to the IR, persons without disabilities accounted for 13.29% of awards

#### **\$501 - \$999:**





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PWD were awarded 23.08% of awards  
 PWTD were awarded 23.08% of awards  
 According to the IR, persons without disabilities accounted for 18.72% of awards

**\$1000 - \$1999:**

PWD were awarded 33.33% of awards  
 PWTD were awarded 38.46% of awards  
 According to the IR, persons without disabilities accounted for 30.01% of awards

**\$2000 - \$2999:**

PWD were awarded 35.9% of awards  
 PWTD were awarded 30.77% of awards  
 According to the IR, persons without disabilities accounted for 19.08% of awards

**\$3000 - \$3999:**

PWD were awarded 7.69% of awards  
 PWTD were awarded 15.38% of awards  
 According to the IR, persons without disabilities accounted for 8.82% of awards

**\$4000 - \$4999:**

PWD were awarded 2.56% of awards  
 There were no PWTD awarded (by IR)  
 According to the IR, persons without disabilities accounted for 3.86% of awards

**\$5000 or more:**

There were no PWD or PWTD awarded (by IR)  
 According to the IR, persons without disabilities accounted for 2.9% of awards

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

a.	Pay Increases (PWD)	Yes 0	No <b>X</b>
b.	Pay Increases (PWTD)	Yes 0	No <b>X</b>

According to the IR PWD accounted for 1.21% of QSIs awarded which were 96 and PWTD accounted for 2.13%

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

a.	Other Types of Recognition (PWD)	Yes 0	No 0	N/A <b>X</b>
b.	Other Types of Recognition (PWTD)	Yes 0	No 0	N/A <b>X</b>

USAID does not receive measurable data on employees’ w/disabilities for other employee recognition programs.

**D. PROMOTIONS**

1. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a.	SES				
	i. Qualified Internal Applicants (PWD)	Yes 0	No 0	NA x	



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	ii.Internal Selections (PWD)	Yes 0	No 0	NA x
b.	Grade GS-15			
	i.Qualified Internal Applicants (PWD)	Yes 0	No x	NA
	ii.Internal Selections (PWD)	Yes x	No 0	NA
b.	Grade GS-14			
	i.Qualified Internal Applicants (PWD)	Yes x	No 0	NA
	ii.Internal Selections (PWD)	Yes 0	No x	NA
b.	Grade GS-13			
	i.Qualified Internal Applicants (PWD)	Yes 0	No x	NA
	ii.Internal Selections (PWD)	Yes 0	No x	NA

**Agency Overall**

**SES:**

There is no internal competitive promotion data for this category

**GS-15:**

10.71% of the qualified individuals who applied for promotion voluntarily identified as a PWD with none being selected

**GS-14:**

4% of the qualified individuals who applied for promotion voluntarily identified as a PWD with 9.09% being selected

**GS-13:**

30% of the qualified individuals who applied for promotion voluntarily identified as a PWD with 33.33% being selected

Note: The Agency does not currently report relevant applicant pools.

2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a.	SES			
	i.Qualified Internal Applicants (PWTD)	Yes 0	No 0	
	ii.Internal Selections (PWTD)	Yes 0	No 0	
b.	Grade GS-15			
	i.Qualified Internal Applicants (PWTD)	Yes 0	No 0	
	ii.Internal Selections (PWTD)	Yes 0	No 0	
b.	Grade GS-14			
	i.Qualified Internal Applicants (PWTD)	Yes 0	No 0	
	ii.Internal Selections (PWTD)	Yes 0	No 0	
b.	Grade GS-13			
	i.Qualified Internal Applicants (PWTD)	Yes 0	No 0	
	ii.Internal Selections (PWTD)	Yes 0	No 0	

**Agency Overall**

**SES:**

There is no internal competitive promotion data for this category

**GS-15:**

3.57% of the qualified individuals who applied for promotion voluntarily identified as a PWTD with none being selected

**GS-14:**

No qualified individuals who applied for promotion voluntarily identified as a PWTD

**GS-13:**

10% of the qualified individuals who applied for promotion voluntarily identified as a PWTD with none being selected



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Note: The Agency does not currently report relevant applicant pools.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a.	New Hires to SES (PWD)	Yes 0	No 0
b.	New Hires to GS-15 (PWD)	Yes 0	No 0
c.	New Hires to GS-14 (PWD)	Yes 0	No 0
d.	New Hires to GS-13 (PWD)	Yes 0	No 0

**Agency Overall**  
**SES:**  
 7.32% of qualified new hire applicants voluntarily identified as a PWD with none being selected  
**GS-15:**  
 9.04% of qualified new hire applicants voluntarily identified as a PWD with none being selected  
**GS-14:**  
 7.94% of qualified new hire applicants voluntarily identified as a PWD with 10.71% being selected  
**GS-13:**  
 8.4% of qualified new hire applicants voluntarily identified as a PWD with 14.29% being selected  
 Note: The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a.	New Hires to SES (PWTD)	Yes 0	No 0
b.	New Hires to GS-15 (PWTD)	Yes 0	No 0
c.	New Hires to GS-14 (PWTD)	Yes 0	No 0
d.	New Hires to GS-13 (PWTD)	Yes 0	No 0

**Agency Overall**  
**SES:**  
 2.44% of qualified new hire applicants voluntarily identified as a PWTD with none being selected  
**GS-15:**  
 3.91% of qualified new hire applicants voluntarily identified as a PWTD with none being selected  
**GS-14:**  
 3.72% of qualified new hire applicants voluntarily identified as a PWTD with 5.36% being selected  
**GS-13:**  
 3.48% of qualified new hire applicants voluntarily identified as a PWTD with none being selected  
 Note: The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

5. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a.	Executives		
	i. Qualified Internal Applicants (PWD)	Yes 0	No 0
	ii. Internal Selections (PWD)	Yes 0	No 0
b.	Managers		
	i. Qualified Internal Applicants (PWD)	Yes 0	No 0



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	ii.Internal Selections (PWD)	Yes 0	No 0
c.	Supervisors		
	i.Qualified Internal Applicants (PWD)	Yes 0	No 0
	ii.Internal Selections (PWD)	Yes 0	No 0

**Agency Overall:**  
**Executives:**  
 10.71% of the qualified individuals who applied for promotion voluntarily identified as a PWD with none being selected  
**Managers:**  
 No qualified individuals who applied for promotion voluntarily identified as a PWD  
**Supervisors:**  
 There is no internal competitive promotion data for this category  
 Note: The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a.	Executives		
	i.Qualified Internal Applicants (PWTD)	Yes 0	No 0
	ii.Internal Selections (PWTD)	Yes 0	No 0
b.	Managers		
	i.Qualified Internal Applicants (PWTD)	Yes 0	No 0
	ii.Internal Selections (PWTD)	Yes 0	No 0
c.	Supervisors		
	i.Qualified Internal Applicants (PWTD)	Yes 0	No 0
	ii.Internal Selections (PWTD)	Yes 0	No 0

**Agency Overall:**  
**Executives:**  
 3.57% of the qualified individuals who applied for promotion voluntarily identified as a PWTD with none being selected  
**Managers:**  
 No qualified individuals who applied for promotion voluntarily identified as a PWTD  
**Supervisors:**  
 There is no internal competitive promotion data for this category  
 Note: The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

a.	New Hires for Executives (PWD)	Yes 0	No 0
b.	New Hires for Managers (PWD)	Yes 0	No 0
c.	New Hires for Supervisors (PWD)	Yes 0	No 0

**Agency Overall:**  
**Executives:**  
 9% of the qualified individuals who applied for promotion voluntarily identified as a PWD with none being selected  
**Managers:**  
 5.43% of the qualified individuals who applied for promotion voluntarily identified as a PWD with 14.29% being selected  
**Supervisors:**  
 There is no internal competitive promotion data for this category



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Note: The Agency is currently unable to break out applicant flow data for the Foreign Service.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.
- |    |                                  |       |      |
|----|----------------------------------|-------|------|
| a. | New Hires for Executives (PWTD)  | Yes 0 | No 0 |
| b. | New Hires for Managers (PWTD)    | Yes 0 | No 0 |
| c. | New Hires for Supervisors (PWTD) | Yes 0 | No 0 |

**Agency Overall:**  
**Executives:**  
 4.16% of the qualified individuals who applied for promotion voluntarily identified as a PWTD with none being selected  
**Managers:**  
 2.71% of the qualified individuals who applied for promotion voluntarily identified as a PWD with 7.14% being selected  
**Supervisors:**  
 There is no internal competitive promotion data for this category

Note: The Agency is currently unable to break out applicant flow data by Civil Service and Foreign Service.

**Section V: Plan to Improve Retention of Persons with Disabilities**

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

**A. VOLUNTARY AND INVOLUNTARY SEPARATIONS**

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.
- |     |   |    |   |     |   |
|-----|---|----|---|-----|---|
| Yes | 0 | No | 0 | N/A | X |
|-----|---|----|---|-----|---|

No eligible employees due for conversions during this period

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.
- |    |                               |       |      |
|----|-------------------------------|-------|------|
| a. | Voluntary Separations (PWD)   | Yes x | No 0 |
| b. | Involuntary Separations (PWD) | Yes x | No 0 |

**Agency Overall:**  
 For the Agency overall, the overall separation rate for PWD was 9.09% compared to 5.05% for PWOD.  
 Resignations for PWD was 1.21 compared to 1.06 for PWOD  
 Removal for PWD was 1.21 compared to 0.13 for PWOD  
 Retirements for PWD was 4.24 compared to 2.02 for PWOD  
 Other separations for PWD was 2.42 compared to 2.14 for PWOD

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.
- |    |                                |       |      |
|----|--------------------------------|-------|------|
| a. | Voluntary Separations (PWTD)   | Yes x | No 0 |
| b. | Involuntary Separations (PWTD) | Yes x | No 0 |

**Agency Overall:**  
 For the Agency overall, the overall separation rate for PWTD was 6.38% compared to 5.05% for PWOD.  
 Removal for PWTD was 2.13 compared to 0.13 for PWOD



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Retirements for PWTB was 4.26 compared to 2.02 for PWOD

4. If a trigger exists involving the separation rate of PWD and/or PWTB, please explain why they left the agency using exit interview results and other data sources.

N/A

#### **B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES**

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

The internet address on the Agency's public website is on <https://www.usaid.gov/accessibility> explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act.

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

The internet address on the Agency's public website is <https://www.usaid.gov/accessibility> explaining employees' and applicants' rights under the Architectural Barriers Act.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology. USAID's Bureau for Management, Office of the Chief Information Office (M/CIO) is committed to making the Agency's Information and Communication Technology (ICT) accessible to individuals with disabilities. M/CIO is planning to complete the following tasks over the next fiscal year as part of its ongoing effort to meet or exceed the requirements of Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d):

##### **1. Training:**

- a. **Section 508 Awareness Training:** Institute mandatory, Agency-wide Section 508 Awareness Training to expand workforce knowledge about Section 508 laws. The training will educate staff about the requirement for Federal agencies to provide ICT access to people with disabilities that is comparable to the access provided to people without disabilities.
- b. **Document Accessibility Webinar:** Host a document accessibility webinar to ensure that documents posted on the USAID.gov website conform to Section 508 standards and are accessible to people with disabilities.

##### **2. Virtual Meeting Accessibility:**

- a. **Webex Implementation:** Deploy the Federal Risk and Authorization Management Program (FedRAMP)-authorized *Webex for Government* suite of tools for global enterprise use in May 2021. These tools include Webex Meet for high-quality audio and video meetings, Webex Events for hosting large group webinars with up to 3,000 participants, and Webex Training for delivering online training. Webex includes a captioning capability that enables people with disabilities to fully participate in virtual meetings and training.
- b. **Continued Improvement to Virtual Meeting Capabilities:** Work with the Bureau for Legislative and Public Affairs (LPA) to ensure that all of the Agency's virtual meeting capabilities meet the needs of





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workforce members with disabilities, as the Agency's wide-scale telework and resulting reliance on virtual communication continues into the near future.

- 3. Employment Opportunities and Personnel Actions:** Work with LPA to ensure that electronic content pertaining to Agency employment opportunities and personnel actions conforms to the applicable Section 508 standards that call for removing barriers for disabled job applicants, as described in the Agency policy, [Automated Directives System \(ADS\) Chapter 551, Section 508 and Accessibility](#).

USAID's Washington Real Estate Strategy in 2020-21 includes an ongoing renovation of space in the Ronald Reagan Building. The WRES design includes accessibility as a key design goal, and all design and construction is built to meet ADA requirements with features such as automatic door openers.

#### **C. REASONABLE ACCOMMODATION PROGRAM**

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

OCRD processed accommodation requests within the time frame of 30 business days, as set forth in its reasonable accommodation policy (ADS 111) from October 1, 2019, through September 30, 2020. OCRD's average processing time for FY 2020 was 9.53 days. OCRD processed 244 RA-related contacts, with 23 being outside of the 30 business day limit.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

During FY 2020, OCRD made preparations to hire an additional team member (American Sign Language Interpreter/Reasonable Accommodation Specialist). Also, OCRD continued to update ADS 111 (RA policy submitted to EEOC on October 5, 2020, for review, EEOC response on November 18, 2020, of its approval) to ensure efficient processing of requests, adding requirements for Personal Assistance Service (PAS) requests, and compliance with EEOC requirements of a model RA program. OCRD will update the Agency's internal and external websites to include information on reasonable accommodation requests and awareness once the Agency clearance completes during FY 2021.

OCRD worked with HCTM/CPD to disseminate our RA welcome letter to the new employee orientation (NEO) packets from July 2020 as an interim until the NEO returns to in-person training. An RA learning module was implemented in October 2020 for Agency-wide viewing via the USAID University, the RA intranet page, and for new supervisors as part of supervisory training on HCTM/CPD.

OCRD continued to provide up-to-date resources to the agency on accommodation topics such publishing a revised RA brochure (uploaded on 7/2/2020), ADA30 recorded webinars (JAN and CAP), with more to come soon (to include approved toolkits and factsheets), updated the RA policy information on USAID's internet's career page, posted Agency Notices to USAID's workforce regarding OCRD services during the COVID-19 Pandemic, and assisted with the HCTM's U.S. Direct-Hire Onboarding Redesign IT Solution (i.e., updated boilerplate languages for all hiring mechanisms in tentative and final offer letters).

The RA program is responsible for managing an American Sign Language Interpreting Services Contract with a full time Manager and approximately 18 contract sign language interpreters on a rotational hourly basis with facility and computer access to USAID. The management of this contract has been especially challenging during this pandemic environment –



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all contract interpreters are virtual with full access to provide services to the Deaf and Hard of Hearing employees and applicant(s).

**D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE**

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

The revised ADS Chapter 111 - Procedures for Providing Reasonable Accommodation for Individuals with Disabilities - including USAID's PAS procedures, was submitted on September 22, 2020, and approved by the EEOC on November 18, 2020. The revised document is currently in the USAID's clearance phase and soon to be published on the USAID public website.

For FY 2020, USAID does not have the procedures for processing requests for PAS on its public website. However, the notice on PAS is available on the Agency's intranet (internal) website. While distinguishable from reasonable accommodation, requests for PAS will be made, processed, and provided in the same manner as reasonable accommodations, as described in the existing and revised ADS Chapter 111.

**Section VI: EEO Complaint and Findings Data**

**A. EEO COMPLAINT DATA INVOLVING HARASSMENT**

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?  

Yes	0	No	X	N/A	0
-----	---	----	---	-----	---
2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?  

Yes	0	No	0	N/A	X
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3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

**B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION**

During the last fiscal year, did a higher percentage of PWD file a formal @complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Yes	0	No	X	N/A	0
-----	---	----	---	-----	---

1. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Yes	X	No	0	N/A	0
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2. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

N/A

**Section VII: Identification and Removal of Barriers**

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

**Identified Trigger #1 (Cluster GS-11 to SES (PWD))**

EEOC FORM 715-02 PART J-1		<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>Trigger</b>	USAID GS-11 to SES grade level representation for PWD was below the identified benchmark. In the GS-11 to SES cluster only 7.88% identified as PWD below the 12% benchmark.	
<b>Barrier(s)</b>	According to interviews, underrepresentation in these clusters may possibly be attributed to insufficient self-reporting data, lack of open positions available at the GS-11 to SES positions, and the Agency's ability to use Schedule A Hiring.	
<b>Objective(s)</b>	Prioritize PWD workforce participation by conducting further analysis and developing specific solutions.	
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt		Yes
OCD, Acting Director - Ismael Martinez		Yes
<b>Barrier Analysis Process Completed? (Yes or No)</b>		<b>Barrier(s) Identified? (Yes or No)</b>
No		Yes
<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	<b>Yes</b>	MD-715 B Tables, Promotions, Awards, Separations
Complaint Data (Trends)	<b>Yes</b>	In FY 2020 there were 9 complaints alleging disability as a bases (3=mental, 6=physical)
Grievance Data (Trends)	<b>Yes</b>	<u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits. <u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.



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		<p>The following shows the number of grievances filed by the EEO groups;</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
<p>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</p>	<p align="center">No</p>	
<p>Climate Assessment Survey (e.g., FEVS)</p>	<p align="center">Yes</p>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b>          In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a</li> </ul>



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	<p>workforce representative of all segments of society.</p> <ul style="list-style-type: none"> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap—4 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap—1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap—1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion</li> </ul>
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		(Gap— 2 percent) No Native Hawaiian or Other Pacific Islander employees participated in the survey			
Exit Interview Data	Yes	Fiscal Year 2020 Employee Exit Interview Analysis FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey. <u>The top two reasons surveyed employees left the agency:</u> Voluntary Separation Transfer to another agency/new job <u>Employees who separated and identified by race:</u> White 25 percent African American/Black 6 percent Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent			
Focus Groups	No				
Interviews	No				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No				
Other (Please describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding? (Yes or No)	Modified Date	Completion Date
1	09/30/2020	Administer an initial and periodic resurvey of staff to increase self-identification.	Yes	09/30/2021	
2	09/30/2020	Share reports highlighting PWD trends to Agency leadership annually to ensure prioritization.	Yes	09/30/2021	
3	10/31/2020	Send out Agency-wide communications on reasonable accommodation processes, resources, Schedule A Hiring, and the Disability Program Manager's contact information quarterly to increase visibility of	Yes	09/30/2021	





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		available resources			
4	12/31/2020	Review FEVS data for additional insights	Yes		02/28/2021
5	12/31/2020	Continue Schedule A training and require Schedule A Certification amongst leadership, hiring authorities, and managers.	Yes	90/30/2021	
6	09/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes	09/30/2021	

**Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	Although the agency remains below the 12% benchmark of representation for PWD in the GS-11 to SES grade cluster, we have improved the participation rate by 3.62% since FY2019.

**Identified Trigger #2 (New Hires for Permanent Workforce (PWD) New Hires for Permanent Workforce (PWTD))**

EEOC FORM 715-02 PART J-2	<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>Trigger</b>	<p>6.57% of the Agency new hires for the permanent workforce identified as a person with a disability and 1.01% new permanent hires identified as a person with targeted disabilities.</p> <p>10.49% of new CS permanent hires identify as a person with disability and 2.16% new permanent hires identified as a person with targeted disabilities.</p> <p>1.37% of new FS permanent hires identify as a person with disability and no new permanent hires identified as a person with targeted disabilities.</p>	
<b>Barrier(s)</b>	Based on interviews, low percentages of PWD for both the Civil and Foreign Service may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data, and the Agency's inability to hold hiring authorities and managers accountable for the usage of Schedule A Hiring.	
<b>Objective(s)</b>	Agency to increase the strategic recruitment of PWD and PWTD	
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)	
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes	
OCRD, Acting Director - Ismael Martinez	Yes	
Barrier Analysis Process Completed?	Barrier(s) Identified?	



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(Yes or No)		(Yes or No)
No		Yes
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	<b>Yes</b>	MD-715 B Series, New Hires
Complaint Data (Trends)	<b>No</b>	In FY2020 there were 9 complaints alleging disability as a bases (3=mental, 6=physical)
Grievance Data (Trends)	<b>Yes</b>	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	<b>No</b>	
Climate Assessment Survey (e.g., FEVS)	<b>Yes</b>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b></p> <p>In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was</p>



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	<p>73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (2 percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the</li> </ul>
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		<p>job-relevant knowledge and skills necessary to accomplish organizational goals.</p> <ul style="list-style-type: none"> <li>• 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>• 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 82 percent of Hispanics overall hold a favorable opinion (Gap—1 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.</p> <p><u>The top two reasons surveyed employees left the agency:</u>          Voluntary Separation          Transfer to another agency/new job</p> <p><u>Employees who separated and identified by race:</u>          White 25 percent          African American/Black 6 percent</p>



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		Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent			
Focus Groups	<b>No</b>				
Interviews	<b>No</b>				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>				
Other (Please Describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	09/30/2020	Continue the use of alternative hiring authority and establish cadence for targeted recruiting events	Yes	09/30/2021	
2	09/30/2021	Review and update, as appropriate, USAID’s Plan for the Recruitment and Hiring of People with Disabilities	Yes	09/30/2021	

**Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	In FY 2020 the agency improved its new hires disability representation by 3.58% from FY 2019.

**Identified Trigger #3 (Mission Critical Occupation for Permanent Workforce (PWD) and Mission Critical Occupation for Permanent Workforce (PWTD))**

EEOC FORM 715-02 PART J-3	<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>Trigger</b>	<p>Mission critical occupations were below benchmark for the following categories:</p> <p><b><u>Agency Overall</u></b>  <b><u>0340</u></b>            8.30 percent of qualified candidates identified as a PWD with none being selected            3.32 percent of qualified candidates identified as a PWTD with none being selected  <b><u>0511</u></b>            4.05 percent of qualified candidates identified as a PWD with none being selected            2.7 percent qualified candidates identified as a PWTD with none being selected  <b><u>0685</u></b>            5.58 percent of qualified candidates identified as a PWD with none being selected            0.4 percent of qualified candidates identified as a PWTD with none being selected  <b><u>1102</u></b>            6.67 percent of qualified candidates identified as PWD with none being selected</p>



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	3.33 percent of qualified candidates identified as a PWTD with none being selected	
	<p><b>Civil Service</b></p> <p><b>0301</b> 8.33% of candidates who identified as PWD were selected No candidates who identified as PWTD were selected</p> <p><b>0340</b> No candidates who identified as PWD or PWTD were selected</p> <p><b>0341</b> 30.77% of candidates who identified as PWD were selected No candidates who identified as PWTD were selected</p> <p><b>0511</b> No candidates who identified as PWD or PWTD were selected</p> <p><b>0685</b> No candidates who identified as PWD or PWTD were selected</p>	
<b>Barrier(s)</b>	Based on interviews, low percentages may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data, and the Agency’s inability to hold hiring authorities and managers accountable for the usage of Schedule A Hiring.	
<b>Objective(s)</b>	Agency to increase the strategic recruitment of PWD and PWTD within mission-critical occupations with a specific focus on the 0340, 0511, 0685, and 1102 occupational series.	
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>
HCTM, Chief Human Capital Officer (CHCO), Bob Leavitt		Yes
OCD, Acting Director - Ismael Martinez		Yes
<b>Barrier Analysis Process Completed? (Yes or No)</b>		<b>Barrier(s) Identified? (Yes or No)</b>
No		Yes
<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	Yes	MD-715 B6 Series, MCO
Grievance Data (Trends)	Yes	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups;</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02</li> </ul>





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		<p>levels filed two grievances. Both involved assignment decisions.</p> <ul style="list-style-type: none"> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
<p>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</p>	<p><b>No</b></p>	



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<p>Climate Assessment Survey (e.g., FEVS)</p>	<p align="center"><b>Yes</b></p>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b>            In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (2 percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> </ul>
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		<ul style="list-style-type: none"> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.</p> <p><u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job</p>



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		<u>Employees who separated and identified by race:</u> White 25 percent African American/Black 6 percent Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent			
Focus Groups	<b>No</b>				
Interviews	<b>No</b>				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>				
Other (Please Describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	09/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes		

**Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	Although this trigger remains for the Overall Agency Mission Critical Occupations, USAID has improved the representation of New Hires with Disabilities by eliminating the triggers in Occupational Series #'s 0301, 0341, and 0343.

**Identified Trigger #4 (Internal Promotions for Mission Critical Occupation of Permanent Workforce (PWD) and Mission Critical Occupation for Permanent Workforce (PWTD))**

EEOC FORM 715-02 PART J-4	<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>Trigger</b>	Mission critical occupations were below benchmark for the following categories: <b><u>Agency Overall</u></b>  <b><u>0341</u></b> 33.33% of qualified internal candidates identified as a person with a disability with none being selected. <b><u>0343</u></b> 11.54 percent of qualified internal candidates identified as a PWD with 14.29 percent being selected No qualified internal candidates identified as s PWTD
<b>Barrier(s)</b>	According to interview responses, the lack of internal selections for MCOs may be attributed to the lack of opportunities for career development/promotions for PWD and unconscious bias on the skills and abilities of PWD.



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<b>Objective(s)</b>	Increase opportunities for upward mobility of PWD/PWTD within mission critical occupations	
<b>Responsible Official(s)</b>	<b>Performance Standards Address the Plan? (Yes or No)</b>	
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes	
OCRD, Acting Director - Ismael Martinez	Yes	
<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>	
<b>No</b>	Yes	
<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	<b>Yes</b>	MD-715 B Series, MCO
Complaint Data (Trends)	<b>No</b>	In FY 2020 there were nine complaints alleging disability as a bases (three=mental, six=physical)
Grievance Data (Trends)	<b>Yes</b>	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one</li> </ul>





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		<p>retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</p> <ul style="list-style-type: none"> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
<p>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</p>	<p align="center"><b>No</b></p>	
<p>Climate Assessment Survey (e.g., FEVS)</p>	<p align="center"><b>Yes</b></p>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b></p> <p>In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>• 76 percent of the Agency believe they are given</li> </ul>



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		<p>a real opportunity to improve their skills in the organization</p> <ul style="list-style-type: none"> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold</li> </ul>
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		<p>a favorable opinion (Gap—1 percent)</p> <ul style="list-style-type: none"> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>			
Exit Interview Data	<b>Yes</b>	<p>Fiscal Year 2020 Employee Exit Interview Analysis</p> <p>FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.</p> <p><u>The top two reasons surveyed employees left the agency:</u></p> <p>Voluntary Separation Transfer to another agency/new job</p> <p><u>Employees who separated and identified by race:</u></p> <p>White 25 percent African American/Black 6 percent Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent</p>			
Focus Groups	<b>No</b>				
Interviews	<b>No</b>				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>				
Other (Please Describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding? (Yes or No)	Modified Date	Completion Date
1	09/30/2020	Through appropriate ERG(s), encourage PWD and PWTD to participate in management, leadership, and career development programs.	Yes	09/30/2021	
2	12/31/2020	Conduct interviews and focus groups with PWD	Yes		



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		to assess employee satisfaction, career development opportunities/access, and retention risks.			
3	12/31/2020	Review FEVS data to gain further insights.	Yes		02/28/2021
4	02/28/2021	Measure qualified internal applicants against relevant applicant pool.	Yes		

**Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	Although this trigger remains for the Overall Agency Mission Critical Occupations, USAID has improved the representation of New Hires with Disabilities by eliminating the triggers in Occupational Series #'s 0301, 0341, and 0343.

**Identified Trigger #5 (Promotions Internal Selections GS- 13 (PWD))**

EEOC FORM 715-02 PART J-5		<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>Trigger</b>	Of the internal competitive promotions for the GS-13 level, 30.00% of the qualified individuals who applied for promotion identified as a person with a disability. Of those selected, 33.33% were PWD. The Agency does not presently report relevant applicant pools. USAID is working to incorporate this into its FY 2021 report.		
<b>Barrier(s)</b>	According to interview responses, the lack of internal selections for GS-13 may be attributed to the lack of opportunities for career development/promotions for PWD and unconscious bias on the skills and abilities of PWD.		
<b>Objective(s)</b>	Support the upward mobility of PWD		
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>	
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt		Yes	
OCD, Acting Director - Ismael Martinez		Yes	
<b>Barrier Analysis Process Completed? (Yes or No)</b>		<b>Barrier(s) Identified? (Yes or No)</b>	
No		Yes	
<b>Sources of Data</b>		<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables		Yes	Table B Series, Promotions
Complaint Data (Trends)		No	In FY 2020 there were nine complaints alleging disability as a bases (three=mental, six=physical)



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Grievance Data (Trends)	<b>Yes</b>	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	<b>No</b>	
Climate Assessment Survey (e.g., FEVS)	<b>Yes</b>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b></p> <p>In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend</p>



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	<p>the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable</li> </ul>
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		<p>opinion of the agency</p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.</p> <p><u>The top two reasons surveyed employees left the agency:</u></p> <p>Voluntary Separation Transfer to another agency/new job</p> <p><u>Employees who separated and identified by race:</u></p> <p>White 25 percent African American/Black 6 percent Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent</p>



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Focus Groups	<b>No</b>	
Interviews	<b>Yes</b>	Conducted 21 in-person, group, and phone interviews with USAID key stakeholders, ERGs, and USAID EEO representatives
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>	
Other (Please Describe)	-	

#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	09/30/2020	Through appropriate ERG(s), encourage PWD and PWTD to participate in management, leadership, and career development programs.	Yes		
2	12/31/2020	Conduct interviews and focus groups with PWD to assess employee satisfaction, career development opportunities/access, and retention risks.	Yes		
3	12/31/2020	Review FEVS data to gain further insights.	Yes		
4	02/28/2021	Measure qualified internal applicants against relevant applicant pool.	Yes		

**Accomplishments**

Fiscal Year	Accomplishments
2020	

**Identified Trigger #6 (New Hires Senior Grade Levels (PWD and PWTD))**

EEOC FORM 715-02 PART J-6	<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>Trigger</b>	In FY 2020, there were several triggers for New Hires at the Senior Grade Level representation of PWD and PWTD. (PWD) SES- There were no new hire applicants selected who identified as a PWD or PWTD GS-15- There were no new hire applicants selected who identified as a PWD or PWTD GS-14- There were 10.71% new hire applicants selected who identified as a PWD and 5.36% who identified as a PWTD. GS-13- There were no new hire applicants selected that identified as a PWTD.
<b>Barrier(s)</b>	Based on interviews, low percentages may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data and the Agency’s inability to hold hiring



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	authorities and managers accountable for the usage of Schedule A Hiring. Additionally, the Foreign Service has been limited by the need to obtain medical clearances for PWD/PWTD, which can be difficult in many developing nations due to the lack of advanced medical care. Schedule A hiring vehicle is not applicable for the Foreign Service.	
<b>Objective(s)</b>	Agency to increase the strategic recruitment of PWD and PWTD	
<b>Responsible Official(s)</b>	<b>Performance Standards Address the Plan? (Yes or No)</b>	
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes	
OCRD, Acting Director - Ismael Martinez	Yes	
<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>	
<b>No</b>	Yes	
<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	<b>Yes</b>	Table B Series, New Hires
Complaint Data (Trends)	<b>Yes</b>	In FY 2020 there were nine complaints alleging disability as a bases (three=mental, six=physical)
Grievance Data (Trends)	<b>Yes</b>	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups;</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues</li> </ul>



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		<p>involved assignment decisions (seven) and financial matters (two).</p> <ul style="list-style-type: none"> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
<p>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</p>	<p><b>No</b></p>	
<p>Climate Assessment Survey (e.g., FEVS)</p>	<p><b>Yes</b></p>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b>          In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (2 percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>• 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>• 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>• 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>• 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>• 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>• 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>• 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish</li> </ul>



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		<p>organizational goals.</p> <ul style="list-style-type: none"> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul>
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		No Native Hawaiian or Other Pacific Islander employees participated in the survey			
Exit Interview Data	<b>Yes</b>	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.</p> <p><u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job</p> <p><u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent  American Indian Alaska Native 2 percent  Other 3 percent</p>			
Focus Groups	<b>No</b>				
Interviews	<b>No</b>				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>				
Other (Please Describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	09/30/2021	Review and update, as appropriate, USAID’s Plan for the Recruitment and Hiring of People with Disabilities	Yes		

**Accomplishments**

Fiscal Year	Accomplishments
2020	

**Identified Trigger #7 (New Hires – Executives and Managers (PWD and PWTD))**

EEOC FORM 715-02 PART J-7	<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
Trigger	In FY 2020, there were no Executive- or Manager-level new hires identified as a PWD or PWTD.
Barrier(s)	Based on interviews, low percentages may be attributed to ineffective recruiting and communication strategies, insufficient self-reporting data and the Agency’s inability to hold hiring authorities and managers accountable for the usage of Schedule A Hiring.
Objective(s)	Agency to hire CS executive and manager level who identify as PWD and PWTD





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Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt		Yes
Acting Director (OCD) - Ismael Martinez		Yes
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
No		Yes
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	<b>Yes</b>	Table B Series, New Hires
Complaint Data (Trends)	<b>Yes</b>	In FY 2020 there were nine complaints alleging disability as a bases (three=mental, six=physical)
Grievance Data (Trends)	<b>Yes</b>	<p><u>AFGE</u>- AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	<b>No</b>	



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<p>Climate Assessment Survey (e.g., FEVS)</p>	<p><b>Yes</b></p>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b></p> <p>In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (2 percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> </ul> <p>76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p>76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</p> <ul style="list-style-type: none"> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real</li> </ul>
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		<p>opportunity to improve their skills in the organization</p> <ul style="list-style-type: none"> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	<b>Yes</b>	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent</p>



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		African American/Black 6 percent Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent			
Focus Groups	<b>No</b>				
Interviews	<b>No</b>				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>				
Other (Please Describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	09/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes		

**Accomplishments**

Fiscal Year	Accomplishments
2020	

**Identified Trigger #8 (Total Voluntary Separations (PWTD))**

EEOC FORM 715-02 PART J-8	<i>U.S. Equal Employment Opportunity Commission</i> <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>Trigger</b>	The inclusion rate for individuals that identified as a person with a targeted disability that voluntarily separated from the Agency via retirement was 2.41%.
<b>Barrier(s)</b>	According to interviews, voluntary separations may be attributed to the lack of opportunities for career development/promotions for PWD and unconscious bias pertaining to the perception of the skills and abilities of PWD/PWTD.
<b>Objective(s)</b>	Retain diverse highly-qualified employees by increasing cultural competencies.
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt	Yes
OCRD, Acting Director - Ismael Martinez	Yes
Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
<b>No</b>	Yes



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Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Tables series B, Separations
Complaint Data (Trends)	Yes	In FY2020 there were 9 complaints alleging disability as a bases (3=mental, 6=physical)
Grievance Data (Trends)	Yes	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions (two), improper curtailment (two), and financial entitlement matters (two).</li> </ul>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b></p> <p>In the Fiscal Year 2020 Federal Employee Viewpoint</p>



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	<p>Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul> <p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall</li> </ul>
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		<p>hold a favorable opinion (Gap— +6 percent)</p> <ul style="list-style-type: none"> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> </ul> <p>76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</p> <ul style="list-style-type: none"> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
Exit Interview Data	Yes	<p>Fiscal Year 2020 Employee Exit Interview Analysis FY2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.</p> <p><u>The top two reasons surveyed employees left the agency:</u></p> <p>Voluntary Separation</p>



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		Transfer to another agency/new job <u>Employees who separated and identified by race:</u> White 25 percent African American/Black 6 percent Hispanic/Latino 3 percent Asian 2 percent American Indian Alaska Native 2 percent Other 3 percent			
Focus Groups	<b>No</b>				
Interviews	<b>No</b>				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>				
Other (Please Describe)					
1	09/30/2020	Promote opportunities for employees to connect with employee resource groups, reasonable accommodations manager and DEPM	Yes	9/30/2021	
2	09/30/2020	Continue to administer unconscious bias training to all employees	Yes	9/30/2021	
3	09/30/2020	Conduct interviews and focus groups with PWTD to assess employee satisfaction, career development opportunities/access, and retention risks.	Yes	9/30/2021	
4	09/30/2020	Administer and analyze Exit Interview Survey Data and review FEVS results to better identify trends.	Yes	9/30/2021	

**Accomplishments**

Fiscal Year	Accomplishments
2020	

**Identified Trigger #9 (Awards (PWD/PWTD))**

EEOC FORM 715-02 PART J-9	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
<b>Trigger</b>	<p>The inclusion rate for individuals in the Agency that identified as a PWD/PWTD were awarded time off awards and bonuses at a rate below their relevant inclusion rate for various award levels:</p> <p><b><u>Overall Agency</u></b> <b>Time Off Awards:</b></p>



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	<p>There were no PWTB Awarded According to the IR, persons without disabilities accounted for 1.69% of awards</p> <p><b>Cash Awards:</b> <b>\$4000 - \$4999:</b> PWTB were awarded 1.82% of awards There were no PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 4.14% of awards</p> <p><b>\$5000 or more:</b> There were no PWTB awarded (by IR) There were no PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 3.05% of awards</p> <p><b>Civil Service:</b> <b>Time Off Awards:</b> <b>1-10 hours:</b> There were no PWTB awarded (by IR) According to the Inclusion Rate (IR), persons without disabilities accounted for 1.76% of awards</p> <p><b>11-20 hours:</b> There were no PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 2.79% of awards</p> <p><b>31-40 hours:</b> There were no PWTB Awarded (by IR) According to the IR, persons without disabilities accounted for 3.01% of awards</p> <p><b>\$4000 - \$4999:</b> There were no PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 4.48% of awards</p> <p><b>\$5000 or more:</b> There were no PWTB or PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 3.23% of awards</p> <p><b>Foreign Service:</b> <b>Time Off Awards:</b> <b>11-20 hours:</b> There were no PWTB or PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 1.15% of awards</p> <p><b>21-30 hours:</b> There were no PWTB or PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 0.72% of awards</p> <p><b>31-40 hours:</b> There were no PWTB or PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 0.60% of awards</p> <p><b>Cash Awards:</b> <b>\$4000 - \$4999:</b> There were no PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 3.86% of awards</p> <p><b>\$5000 or more:</b> There were no PWTB or PWTB awarded (by IR) According to the IR, persons without disabilities accounted for 2.9% of awards</p>
<b>Barrier(s)</b>	There is insufficient data at this time to determine a barrier
<b>Objective(s)</b>	Award contributions made by individuals identifying as a PWTB/PWTB at an equitable rate in comparison to non-disabled employees



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Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
HCTM, Chief Human Capital Officer (CHCO) – Bob Leavitt		Yes
OCDR, Acting Director - Ismael Martinez		Yes
Barrier Analysis Process Completed? (Yes or No)		Barrier(s) Identified? (Yes or No)
No		No
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	<b>Yes</b>	Tables series B, Separations
Complaint Data (Trends)	<b>No</b>	
Grievance Data (Trends)	<b>Yes</b>	<p><u>AFGE</u> - AFGE has no active grievances for FY 2020. Due to a Presidential Executive Order that prevented AFGE from filing grievances in 2020, AFGE could only file on policy and procedure errors, which many resolved at the lowest level or issues were not grievable due to having no merits.</p> <p><u>AFSA</u> - FY 2020 grievance data shows that 20 total grievances were filed by agency employees. Two (10% of total) grievances were filed by employees at the FS-04 grade level. There were ten grievances filed by FS-03 employees (50%), four (20 %) grievances filed by FS-02, two (10%) grievances filed by FS-01, and two (10%) grievances filed by retired employees.</p> <p>The following shows the number of grievances filed by the EEO groups:</p> <ul style="list-style-type: none"> <li>• Black/African American Males at the FS-03 and FS-02 levels filed two grievances. Both involved assignment decisions.</li> <li>• A Black/African American Female at the FS-02 level filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• A Hispanic/Latina Female previously at FS-01 level, but retired at the time of the grievance, filed one grievance. The grievance involved a financial entitlement matter.</li> <li>• An Asian Male at the FS-03 level filed one grievance. It involved an assignment decision.</li> <li>• White Males at the FS-04 to FS-01 levels, one retired at the time of the grievance, filed nine grievances. The issues involved assignment decisions (seven) and financial matters (two).</li> <li>• White Females at the FS-04 to FS-01 levels filed six grievances. The issues involved assignment decisions</li> </ul>



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		(two), improper curtailment (two), and financial entitlement matters (two).
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	<b>No</b>	
Climate Assessment Survey (e.g., FEVS)	<b>Yes</b>	<p><b>Federal Viewpoint Survey (FEVS) Analysis</b></p> <p>In the Fiscal Year 2020 Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 73% (out of 100), and Global Satisfaction Index score was 68.5%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the Agency that differed (two percent or greater) from the Agency’s overall average. 74 percent of the Agency would recommend the Agency as a good place to work.</p> <p><u>Black/African American</u></p> <ul style="list-style-type: none"> <li>● 76 percent of Black/African American overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 81 percent of Black/African American overall hold a favorable opinion (Gap—2 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 76 percent of Black/African American overall hold a favorable opinion (Gap— 0 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 87 percent of Black/African American overall hold a favorable opinion (Gap— +3 percent)</li> </ul> <p><u>Asian American</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 79 percent of Asian American overall hold a favorable opinion (Gap— 4 percent)</li> <li>76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 75 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 85 percent of Asian American overall hold a favorable opinion (Gap— 1 percent)</li> </ul>



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	<p><u>American Indian/Alaska Native</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap—1 percent)</li> <li>● 6 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of American Indian/Alaska Native overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 0 percent of American Indian/Alaska Native overall hold a favorable opinion (no response)</li> </ul> <p><u>Hispanic/Latino</u></p> <ul style="list-style-type: none"> <li>● 79 percent of Hispanic/Latinos overall hold a favorable opinion of the agency</li> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Hispanics overall hold a favorable opinion(Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 79 percent of Hispanics overall hold a favorable opinion (Gap— +3 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 80 percent of Hispanics overall hold a favorable opinion (Gap— 4 percent)</li> </ul> <p><u>Two or More Races</u></p> <ul style="list-style-type: none"> <li>● 83 percent of the Agency believe their supervisor is committed to a workforce representative of all segments of society.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap—1 percent)</li> <li>● 76 percent of the Agency believe they are given a real opportunity to improve their skills in the organization</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— +6 percent)</li> <li>● 84 percent of the Agency believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.</li> <li>● 82 percent of Two or More Races overall hold a favorable opinion (Gap— 2 percent)</li> </ul> <p>No Native Hawaiian or Other Pacific Islander employees participated in the survey</p>
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Exit Interview Data	<b>Yes</b>	<p>Fiscal Year 2020 Employee Exit Interview Analysis  FY 2020 there were 182 total permanent employee separations. Of that count, 110 (60.43 percent) of those employees participated in completing the Exit Interview Survey.  <u>The top two reasons surveyed employees left the agency:</u>  Voluntary Separation  Transfer to another agency/new job  <u>Employees who separated and identified by race:</u>  White 25 percent  African American/Black 6 percent  Hispanic/Latino 3 percent  Asian 2 percent  American Indian Alaska Native 2 percent  Other 3 percent</p>			
Focus Groups	<b>No</b>				
Interviews	<b>No</b>				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	<b>No</b>				
Other (Please Describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1	09/30/2020	Obtain and review additional information to assist in determining barriers.	Yes	9/30/2021	

**Accomplishments**

Fiscal Year	Accomplishments
<b>2020</b>	Although there is still under representation with awards for PWD and PWTD, there have significant improvements in this trigger since FY 2019

**Tab 2 - MD-715 Part F: USAID Certification**


**Part F: USAID CERTIFICATION**

I, **Ismael Martinez**, Acting Director (GS-0260-15), Office of Civil Rights and Diversity, am the Principal EEO Director/Official for the United States Agency for International Development.

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

<p>Ismael Martinez <b>Acting Director, Office of Civil Rights and Diversity</b></p>		<p>04/30/2021</p>
<p><i>Signature of Principal EEO director/Official Certifies that this Federal Agency Annual EEO program Status Report is in compliance with the EEOC MD-715</i></p>		
<p>Gloria Steele <b>USAID Acting Administrator</b></p>		<p>04/30/2021</p>
<p><i>Signature of Agency Head or Agency Head Designee</i></p>		
		<p><b>DATE</b></p>