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**MD-715
REPORT
2021**

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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Table of Contents

Part A - Department or Agency Identifying Information	3
Part B - Total Employment	3
Part C - Agency Officials Responsible for Oversight of EEO Program(s)	3
Part D.1 – List of Subordinate Components Covered in this Report	4
Part D.2 – Mandatory and Optional Documents for this Report	4
Part E.1 – Executive Summary: Mission	4
Part E.2 - Executive Summary: Essential Element A-F	6
Part E.3 - Executive Summary: Workforce Analysis	11
Part E.4 - Executive Summary: Accomplishments	20
Part G - Agency Self-Assessment Checklist	23
Part H - USAID Plan to Attain the Essential Elements of a Model EEO Program	43
Part I - USAID’s EEO Plan to Eliminate Identified Barriers	57
Part J - Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities	113
Section I: Efforts to Reach Regulatory Goals	113
Section II: Model Disability Program	113
Section III: Plan to Recruit and Hire Individuals with Disabilities	115
Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities	118
Section V: Plan to Improve Retention of Persons with Disabilities	127
Section VI: EEO Complaint and Findings Data	130
Section VII: Identification and Removal of Barriers	131
Glossary of Common Equal Employment Opportunity (EEO) Terms	181



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

EEOC Form 715-01 PART A-D	U.S. Equal Employment Opportunity Commission (EEOC) USAID ANNUAL EEO PROGRAM STATUS REPORT
For period covering October 1, 2020, to September 30, 2021	

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
3,558	651	4,209

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

Agency Leadership	Name	Title
Head of Agency	Samantha Power	Administrator
Head of Agency Designee	Paloma Adams-Allen	Deputy Administrator
EEO Program Staff	Name	
Principal EEO Director/Official	Ismael Martinez	
Affirmative Employment Program Manager	Kisha Barnes	
Complaint Processing Program Manager	Roseann Adams	
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	Mohammed Kabir	
ADR Program Manager	Rahwa Woldeyesus	
Compliance Manager	Steven Kelly	
Principal MD-715 Preparer	Joanne Denney	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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	Organizational Chart
EEO Policy Statement	Yes	Administrator Notice (not on public website)
Agency Strategic Plan	Yes	Joint Strategic Plan (2018-2022)
Anti-Harassment Policy and Procedures	Yes	Anti-Harassment Policy
Reasonable Accommodation Procedures	Yes	Reasonable Accommodation/Website
Personal Assistance Services Procedures	Yes	Procedures for Providing Reasonable Accommodation for Individuals with Disabilities
Alternative Dispute Resolution Procedures	Yes	Alternative Dispute Resolution (ADR) Website
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	
Diversity and Inclusion Plan under Executive Order 13583	Yes	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

Part E.1 – Executive Summary: Mission

The United States Agency for International Development (USAID) is an independent agency of the U.S. government responsible for administering international development and humanitarian assistance. As the U.S. government's lead international development and humanitarian assistance agency, USAID's work advances U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to recipient self-reliance and resilience. On behalf of the American people and in support of U.S. foreign policy, USAID promotes and demonstrates democratic values abroad and advances a free, peaceful, and prosperous world through efforts in many sectors, including economic growth, climate and environment, global health, food security, education, conflict prevention and stabilization, and humanitarian assistance. The Agency operates in more than 100 countries across Africa, Latin America and the Caribbean, Asia and the Pacific, Europe and Eurasia, and the Middle East and implements programs that address the key drivers of poverty and social disparities.

The Office of Civil Rights and Diversity (OCR/D) is an independent office in USAID. The Office supports the USAID mission to administer international development and humanitarian assistance by providing leadership, strategic direction, guidance, and technical assistance and advice to Agency leadership and management and educating the entire USAID workforce regarding the Agency's EEO Program functions and their EEO rights and responsibilities.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

OCR D organized an action team to create this MD-715 report, track progress toward planned activities, and analyze workforce data to identify and address triggers and barriers to employment. This approach involved convening critical stakeholders across the Agency to identify tangible actions that promote a more equitable workplace. Key stakeholders included OCR D, the Office of Human Capital and Talent Management (HCTM), and the Bureau for Policy, Planning, and Learning (PPL), as well as Employee Resource Groups (ERG), the American Federation of Government Employees (AFGE), the American Foreign Service Association (AFSA), and the Office of Employee and Labor Relations (E/LR). Using the results of the data analysis, the MD-715 action team examined USAID's policies, practices, and procedures while assessing the Agency's current efforts to identify and eliminate employment barriers.

The Self-Assessment Checklist reflects 156 compliance measures that make up the six essential elements of a Model EEO Program. However, only 154 standards are applicable to USAID; those are shown in the scorecard below. A corresponding recommendation in Part H includes planned remediation activities for each deficiency identified in Part G requiring additional explanation. In FY 2021, USAID met 89.61 percent (138) of the compliance measures as compared to 90.85 percent (139) measures in FY 2020.

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 154 applicable measures.

Model EEO Program Scorecard (FY 2021)			
	# Met	# Total / (excludes N/A)	% Met
Essential Element A: Demonstrated Commitment from Agency Leadership	12	14	85.71%
Essential Element B: Integration of EEO into the Agency's Strategic Mission	28	38	73.68%
Essential Element C: Management and Program Accountability	41	44	93.18%
Essential Element D: Proactive Prevention	13	14	92.85%
Essential Element E: Efficiency	32	32	100%
Essential Element F: Responsiveness and Legal Compliance	12	12	100%
TOTAL	138	154	89.61%



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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 a discrimination-free workplace.

In January 2021, newly elected President Joseph R. Biden took the oath of office, and soon after, in April, the U.S. Senate confirmed Samantha Power as USAID Administrator. On her first day in office, the Administrator signed the USAID Diversity, Equity, and Inclusion (DEI) Strategy. The strategy commits USAID to enhance diversity throughout the Agency, improve inclusion and equity for everyone in the workplace, and strengthen accountability for promoting and sustaining a diverse workforce and inclusive Agency culture. The Administrator noted, "Maintaining an Agency atmosphere free from discrimination, harassment, and retaliation is essential to our credibility when promoting democratic values, human rights, and the rule of law with our partner countries. When we exemplify these seminal values as an Agency, we not only celebrate our diversity but also become more inclusive and equitable and more effective in all we do."

The Administrator prioritized direct and continuous engagement with Agency ERGs, specifically regarding advancing USAID's efforts to foster a more diverse, equitable, inclusive, and accessible Agency. This open dialogue lays the groundwork for Agency actions to identify and address inequality in the USAID workforce, such as gender-based pay disparities. USAID approved two new ERGs in FY 2021, the Military Spouses ERG and the Payne Fellows Network, bringing the Agency's total number of approved ERGs to 18.

In FY 2021, the Agency received congressional approval to create a stand-alone Diversity, Equity, Inclusion, and Accessibility (DEIA) office within the Agency's Office of the Administrator (AID/A). OCRD will transition to the Office of Civil Rights (OCR) and will have resources to establish an Affirmative Employment Program and to staff the Reasonable Accommodation Program more robustly.

USAID has prioritized diversification of its talent pool by increasing support for programs that specifically target groups that are underrepresented. Examples of programs include the Workforce Recruitment Program (WRP) for persons with disabilities and the Donald M. Payne International Development Fellowship Program. Furthermore, in October 2020, USAID launched the Minority Serving Institutions (MSI) Partnership Initiative during the USAID Historically Black Colleges and Universities (HBCUs) Virtual Symposium. Created as a two-year pilot, the MSI Partnership Initiative is open to all MSIs including HBCUs, Hispanic Serving Institutions (HSI), Tribal Colleges and Universities, and Asian American and Native American Pacific Islander Serving Institutions. Furthermore, the Agency hosted two inaugural virtual national conferences targeting MSI faculty and staff, seasoned professionals, students, and external partners, through the HBCU Development Conference and the HSI/Latinx Conference and Career Expo. Combined, the conferences garnered more than 2,500 participants in over 60 countries.

The Agency expanded training and capacity-building exercises through the Respectful, Inclusive, and Safe Environment (RISE) learning and engagement platform. In FY 2021, the USAID workforce participated in 304 RISE training sessions, seminars, and events on anti-harassment, unconscious bias and racial sensitivity, microaggressions, and professionalism. The platform trains approximately 250 people per week and continues to expand. This program is endorsed 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 12 of the 14 applicable measures for Element A, with 2 measures not met. The Agency developed the recommendations in Part H ([A.2.b1](#), [A.2.b.2](#)) to ensure the deficiencies are addressed appropriately. The corrected deficiencies can be found as accomplishments in part [E.4](#) of the Executive Summary.



U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

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.

The United States Department of State and USAID Joint Strategic Plan FY 2018 - 2022 includes Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer and Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission.

USAID's workforce strategy integrates diversity and equal opportunity:

In FY 2021, USAID's EEO Program became more efficient and effective due to an overall increase in OCRD staffing. The increased staff level has resulted in a functioning Agency EEO Program. The team established DEIA committees, working groups, and DEIA Advisor positions in Bureaus, Independent Offices, and Missions (B/IO/M); administered the Affirmative Employment Program (AEP); facilitated training; provided guidance and technical assistance to B/IO/Ms; and participated in increased outreach and engagement with Agency leadership in Washington, D.C., and overseas.

USAID integrated EEO into its strategic mission through the support of Agency leadership and their engagement with the EEO program. The OCRD Director, a member of the Agency's senior leadership cadre, attends senior-level meetings and discusses EEO issues, advises senior Agency leadership on EEO matters, and requests that senior leadership engage in EEO activities. This fiscal year, the OCRD Director provided a "State of the Agency - EEO" briefing of the FY 2021 MD-715 Report to USAID senior leadership. The briefing provided an overview of the Agency's demographics and included an assessment of the Agency's EEO Program performance against the six essential elements of a Model EEO Program. OCRD also participates in broad outreach with senior leadership via the Agency's Executive Diversity Council. The Council, which the Deputy Administrator and OCRD Director co-chair, serves as a platform to bring senior leadership from USAID B/IOs together to establish EEO and diversity initiatives that foster an environment for cultural appreciation, awareness, and inclusiveness.

Additionally, to promote greater diversity in the Foreign Service (FS), OCRD partnered with the HCTM Foreign Service Center (FSC) in an advisory role on FS personnel processes. OCRD engaged with HCTM on all facets of the employment life cycle, including interviewing and hiring, tenure and promotion boards, Senior Leadership Group assignments, long-term training opportunities, and bidding and tour assignments. OCRD also provided in-depth analysis of the Agency and its FS federal workforce demographic data and guidance on best practices to address underrepresentation in the FS workforce and provided training to help mitigate bias in hiring, tenuring, promoting, and selecting individuals for FS tours and positions.

Finally, in FY 2021, Agency leadership and OCRD continued to engage with the Agency's ERGs. Discussions were 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. This arrangement 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 28 out of 38 applicable measures for Element B, with 10 measures not met. The Agency developed the recommendations in Part H ([B.1.a](#), [B.4.a.5](#), [B.5.a.1](#), [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. The corrected deficiencies can be found as accomplishments in part [E.4](#) of the Executive Summary.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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.

USAID remained clear in its messaging to Agency management and supervisors on their responsibilities to support the Agency's EEO program. OCRD informed Agency leadership on the Agency's EEO Program activities, including training sessions, office hour consultations, and presentations on workplace demographics. USAID'S efforts in FY 2021 to demonstrate management and program accountability for effective implementation of the Agency's EEO program include the following:

- The Agency published and disseminated a comprehensive Anti-Harassment policy and procedures that comply with the EEOC's enforcement guidance.
- USAID's Reasonable Accommodation (RA) Program staff increased from two to three employees by hiring an additional Reasonable Accommodation Specialist. The RA Specialist also serves as an American Sign Language (ASL) Interpreter.
- The Agency's ASL Interpreting and Captioning Services contract supports more than ten contract staff who serve as ASL interpreters for the USAID global workforce.

Additionally, one Bureau in USAID is leading the way in implementing best practices for accountability. In this Bureau, supervisors' and managers' performance evaluations will include a diversity and inclusion checklist used annually to evaluate their diversity and inclusion management performance. Concurrently, the Bureau began piloting specific elements in annual performance plans to assess employees on fostering a climate of respect in interactions with others, valuing differing perspectives, and treating others in a fair, equitable, and culturally sensitive manner. The plans communicate the expectation that all employees must adhere to EEO policies and value diversity and inclusion in the performance of their duties and responsibilities.

USAID met 41 out of 44 applicable measures for Element C. with 3 measures not met. The Agency developed recommendations in Part H (C.1.a, C.1.b, C.2.a.5) to ensure the deficiencies are addressed appropriately. The corrected deficiencies can be found as accomplishments in part E.4 of the Executive Summary.

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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.

In FY 2021, OCRD and HCTM coordinated efforts with a contractor to complete an Agency DEIA Barrier Analysis to determine barriers to equal employment opportunities for USAID's underrepresented racial and ethnic groups, women, and persons with disabilities in USAID's federal workforce. The analysis identified potential barriers throughout the employment lifecycle and possible solutions to remove identified barriers. USAID continues to be proactive by regularly analyzing workforce data to identify triggers; assisting senior Agency leadership with developing and implementing action plans to address identified barriers; and developing and implementing 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/IO/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.

Additional Agency activities in FY 2021 include:

- USAID created a DEIA training task force and developed and delivered five DEIA training courses: Applying Inclusion Principles in the Workplace and Programming, Building Empathy in the Workplace: Gender Identity, Unconscious Bias, Understanding the History, and Legacy of Anti-Black Racism in the U.S. Unpacking Micro-Messages in the Workplace. The task force provided 1,458 USAID training sessions to 825 individuals, representing nearly 6 percent of the USAID workforce across all hiring mechanisms.
- The Agency provided more than 150 training sessions to over 80 senior leaders (defined as FS-01, GS-15, SES, and SFS), representing nearly 11 percent of senior leaders within the Agency. The training was delivered at times planned to ensure equity in opportunity for our worldwide colleagues.

To advance diversity and inclusion, the Agency collaborated with ERGs and other Agency stakeholders in hosting more than 20 events that celebrated and recognized the achievements and contributions of racial and ethnic minorities, women, persons with disabilities, and other groups. USAID's ERGs also participated in the development and implementation of Agency training, outreach, awareness events, and advising on professional development opportunities that promoted employee self-advocacy, career advancement, and information sharing for USAID's workforce.

Collaborative efforts among ERGs and Agency stakeholders led to expanded opportunities such as employing a diverse group of students from the Virtual Student Federal Service Program to work on ERG business-related matters and DEIA initiatives. Projects involved include:

- Surveying the Agency on diversity, inclusion, and 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.
- Serving as informal mentors to newly approved ERG groups.
- Providing assistance in organizing and facilitating special observance month events.

Additionally, the Agency finalized the Automated Directives System 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 in fostering an inclusive workplace culture. These events occurred throughout the fiscal year, with each event attendance upward of 750 people.

USAID met 13 of the 14 applicable measures for Element D, with 1 measure not met. The Agency developed the recommendations in Part H ([D.4.a](#)) to ensure that this deficiency is addressed appropriately.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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.

In FY 2021, USAID continued to ensure the efficiency of the Agency's EEO program and provided efficient and fair dispute resolution. To improve the efficiency of the Agency's administration of EEO complaints processing, OCRD developed an internal metrics system to track complaint processing. Significant improvements were realized as the average number of days a complaint remained in the investigation phase decreased to 149.70 days in FY 2021 from 219.07 in FY 2020 and the lowest for fiscal years tracked by the No FEAR Report between FY 2016 and FY 2021. In addition, the average number of days a complaint remained in the final action phase decreased to 37.26 in FY 2021 from 111.50 in FY 2020 and the lowest number for FY 2016 through 2021. Further, OCRD is effectively using the iComplaints EEO tracking system to manage timeframes and provide valid and accurate complaints data for inclusion in annual EEO reports.

Lastly, the Agency expanded the Reasonable Accommodation (RA) Program by hiring additional staff and developing an RA case tracking system to monitor trends in the processing of reasonable accommodation requests. Both advancements have led to a more effective and efficient RA program. The Agency has seen significant improvements as RA processing time improved to within 30 days after receiving the initial request. RA staff currently process timely RA requests with an average processing time of 9.53 days, significantly improving the 41.55 days average processing time reported in FY 2020.

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 2021, USAID timely posted the required quarterly No FEAR Act data in its public website, timely submitted the Agency's annual No FEAR Act Report to members of Congress, Department of Justice, Office of Personnel Management (OPM), and EEOC; and met established deadlines for submitting the FY 2021 MD-715 report and submitted a timely Annual Statistical Report of Discrimination Complaints (EEOC Form 462) both to EEOC.

Additionally, the Agency timely submitted an annual Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report and an annual Federal Equal Opportunity Recruitment Program (FEORP) Plan.

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.

U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

Part E.3 - Executive Summary: Workforce Analysis

USAID's workforce comprises many different hiring mechanisms, including federal employees (Civil Service [CS] and Foreign Service Officers [FSOs]); personal services contractors (PSCs), which include Foreign Service Nationals (FSNs), Cooperating Country Nationals (CCNs), and Third-Country Nationals (TCNs); and institutional support contractors (ISCs). Federal employees ("U.S. direct-hires" or "USDH") make up about one-third of the Agency's workforce. Although much of the workforce consists of FSNs and ISCs, the Agency does not collect or analyze their demographic data. The data collected for this report are from USAID's federal employee workforce.

As of September 30, 2021, USAID's total workforce (permanent and temporary) consisted of 4,209 employees, according to USAID's payroll provider, the Department of Agriculture. The workforce consisted of 3,558 permanent employees, of which 1,744 were CS employees and 1,814 were FSOs. The FY 2021 total workforce increased by 8.40 percent from FY 2020. The tables below provide detail of the percentages of racial and ethnic minorities, women, and persons with disabilities in USAID's federal workforce.

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. Triggers can be gleaned from various sources of information, beginning with workforce statistics.

Below is a summary of triggers identified and analyzed from the A/B data tables (see Parts I for trigger details and 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).

PART I TRIGGERS

- [Trigger I.1.](#) The Overall Permanent Workforce is not proportionally distributed as compared to the Civilian Labor Force (CLF). The Permanent CS and Permanent FS is not proportionally distributed as compared to the Agency's Overall Permanent Workforce (OPWF).
- [Trigger I.2.](#) The Agency's workforce is not proportionally distributed as compared to the Occupational CLF in the Mission Critical Occupations.
- [Trigger I.3.](#) Lower than expected participation of select minority groups in grades GS-13 through GS-15 and SES.
- [Trigger I.4.](#) Lower than expected participation of select minority groups in FS positions grades FS-06 through the FS Executive level.
- [Trigger I.5.](#) Higher than expected "Employee Losses" via "Removals" of select minority groups.
- [Trigger I.6.](#) Lower than expected internal competitive promotions of select minority groups in Senior Grade levels.
- [Trigger I.7.](#) Lower than expected participation rate for New Hires of select minority groups in Senior Grade levels
- [Trigger I.8.](#) Higher attrition rate for select employees as compared to the overall, permanent, CS, and FS workforce.
- [Trigger I.9.](#) Challenges with Data on FS - No aggregate data are available on FS distribution by "backstop" or occupational series overtime. Both access to data and use of the data as applicable to USAID's specific Foreign Service workforce remain a challenge.

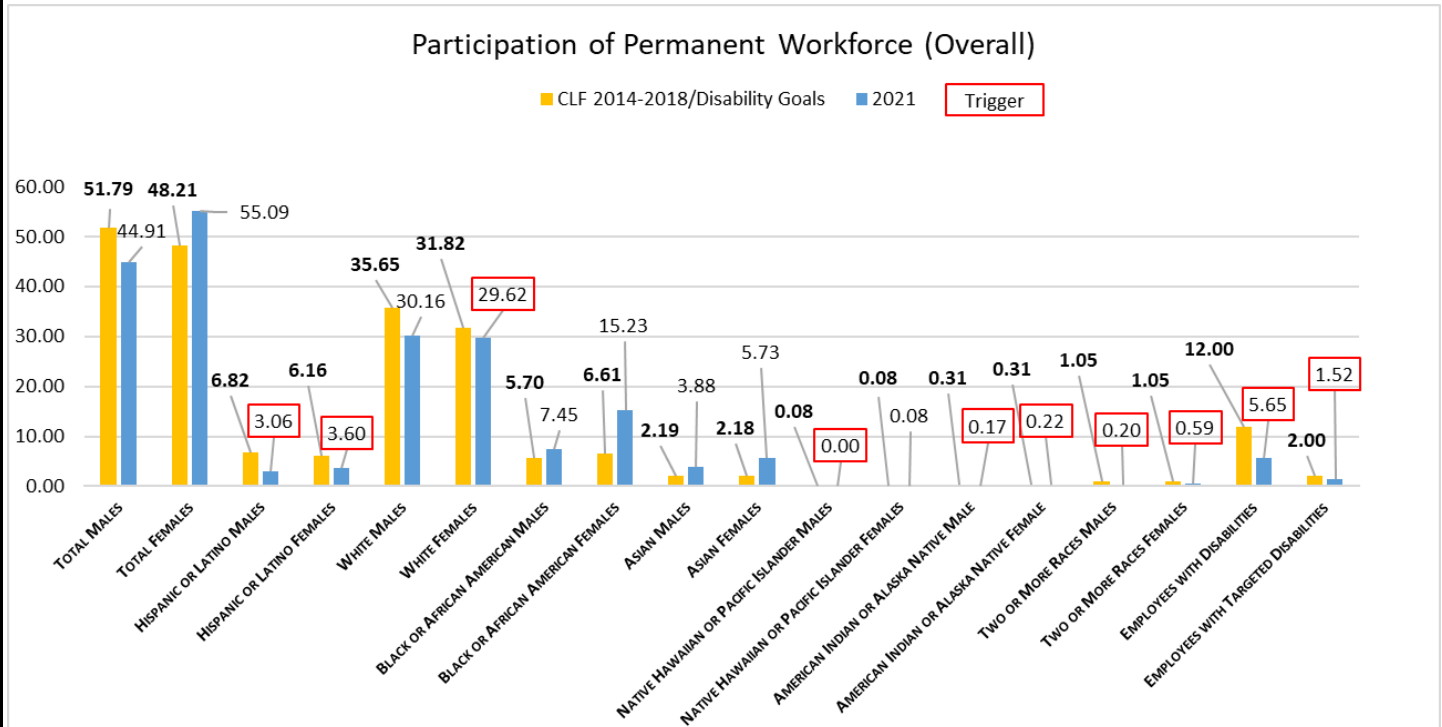
PART J TRIGGERS

- [Trigger J.1.](#) Clusters Persons with Disabilities (PWD): GS-11 to SES, FO-07 to FO-05, FO-04 to SFS
- [Trigger J.2.](#) New Hires for Permanent Workforce PWD and Persons with Targeted Disabilities (PWTD)
- [Trigger J.3.](#) Mission-Critical Occupation for Permanent Workforce PWD and PWTD
- [Trigger J.4.](#) Internal Promotions for Mission-Critical Occupation of Permanent Workforce PWD and PWTD
- [Trigger J.5.](#) Promotions Internal Selections GS- 13 of PWD
- [Trigger J.6.](#) New Hires Senior Grade Levels PWD and PWTD
- [Trigger J.7.](#) New Hires – Executives and Managers PWD and PWTD
- [Trigger J.8.](#) Total Voluntary Separations PWTD
- [Trigger J.9.](#) Awards PWD and PWTD

U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

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 and race/ethnicity compared to the Civilian Labor Force (CLF) benchmark and disability status as compared to the two Federal Disability Goals (“Disability Goals”).

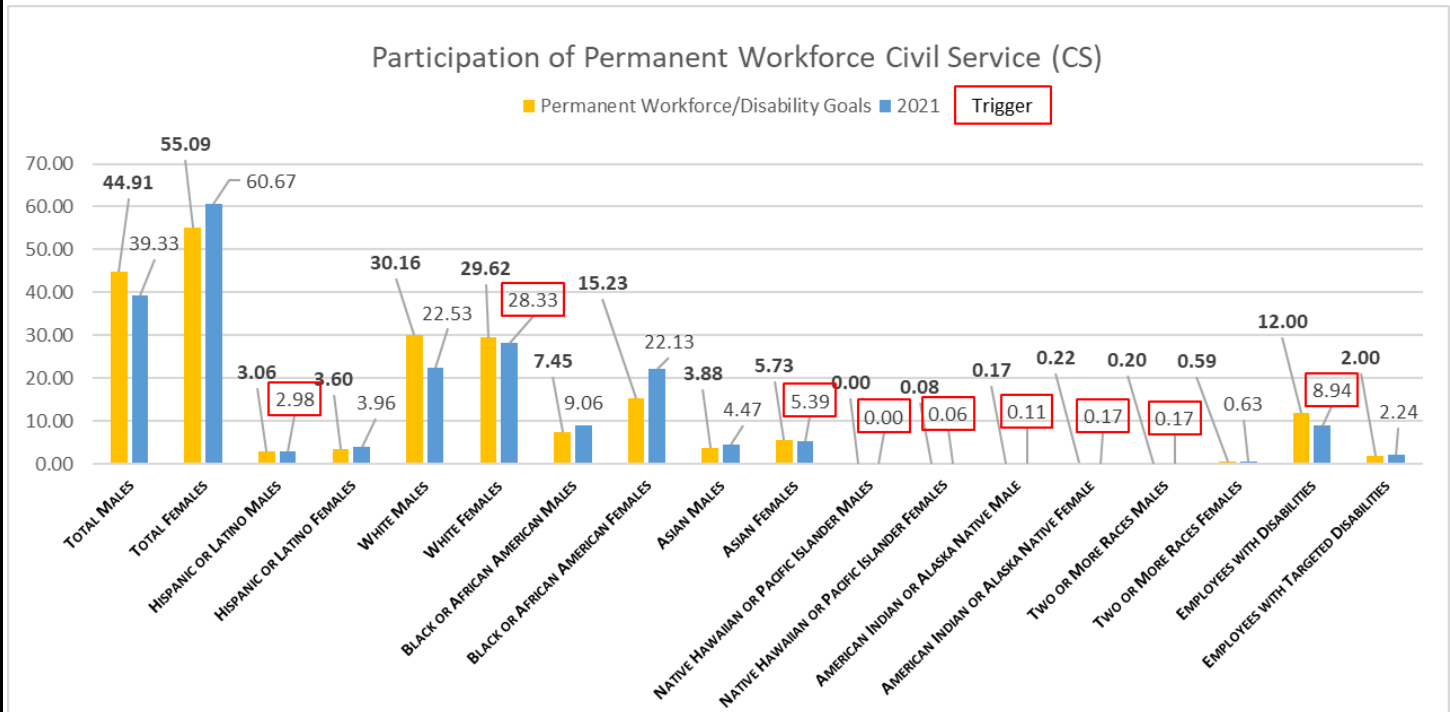


- Hispanic or Latino Males accounted for 3.06 percent of the Agency’s overall permanent workforce, lower than the CLF of 6.82 percent (gap: 3.76%)
- Hispanic or Latino Females accounted for 3.60 percent of the Agency’s overall permanent workforce, lower than the CLF of 6.16 percent (gap: 2.56%)
- White Females accounted for 29.62 percent of the Agency’s overall permanent workforce, lower than the CLF of 31.82 percent (gap: 2.20%)
- Native Hawaiian or Pacific Islander Males accounted for 0 percent of the Agency’s overall permanent workforce, lower than the CLF of 0.08 percent (gap: 0.08%)
- American Indian or Alaska Native Males accounted for 0.17 percent of the Agency’s overall permanent workforce, lower than the CLF of 0.31 percent (gap: 0.14%)
- American Indian or Alaska Native Females accounted for 0.22 percent of the Agency’s overall permanent workforce, lower than the CLF of 0.31 percent (gap: 0.09%)
- Two or More Races Males accounted for 0.20 percent of the Agency’s overall permanent workforce, lower than the CLF of 1.05 percent (gap: 0.95%)
- Two or More Races Females accounted for 0.59 percent of the Agency’s overall permanent workforce, lower than the CLF of 1.05 percent (gap: 0.46%)
- Employees with disabilities accounted for 5.65 percent of the Agency’s overall permanent workforce, lower than the Federal Disability Goal of 12.0 percent (gap: 6.35%)
- Employees with Targeted Disabilities accounted for 1.52 percent of the Agency’s overall permanent workforce, lower than the Federal Disability Goal of 2 percent (gap: 0.48%)

U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

USAID Civil Service (CS) Permanent Workforce

The following chart shows the participation of USAID's CS Permanent Workforce compared to the Agency's total workforce as a benchmark. The Agency's FY 2021 CS permanent workforce is underrepresented for the following groups: Hispanic or Latino Males, White Females, Asian Females, Native Hawaiian or Other Pacific Islander Males and Females, American Indian or Alaska Native Males and Females, Two or More Races Males, and Persons with disabilities.

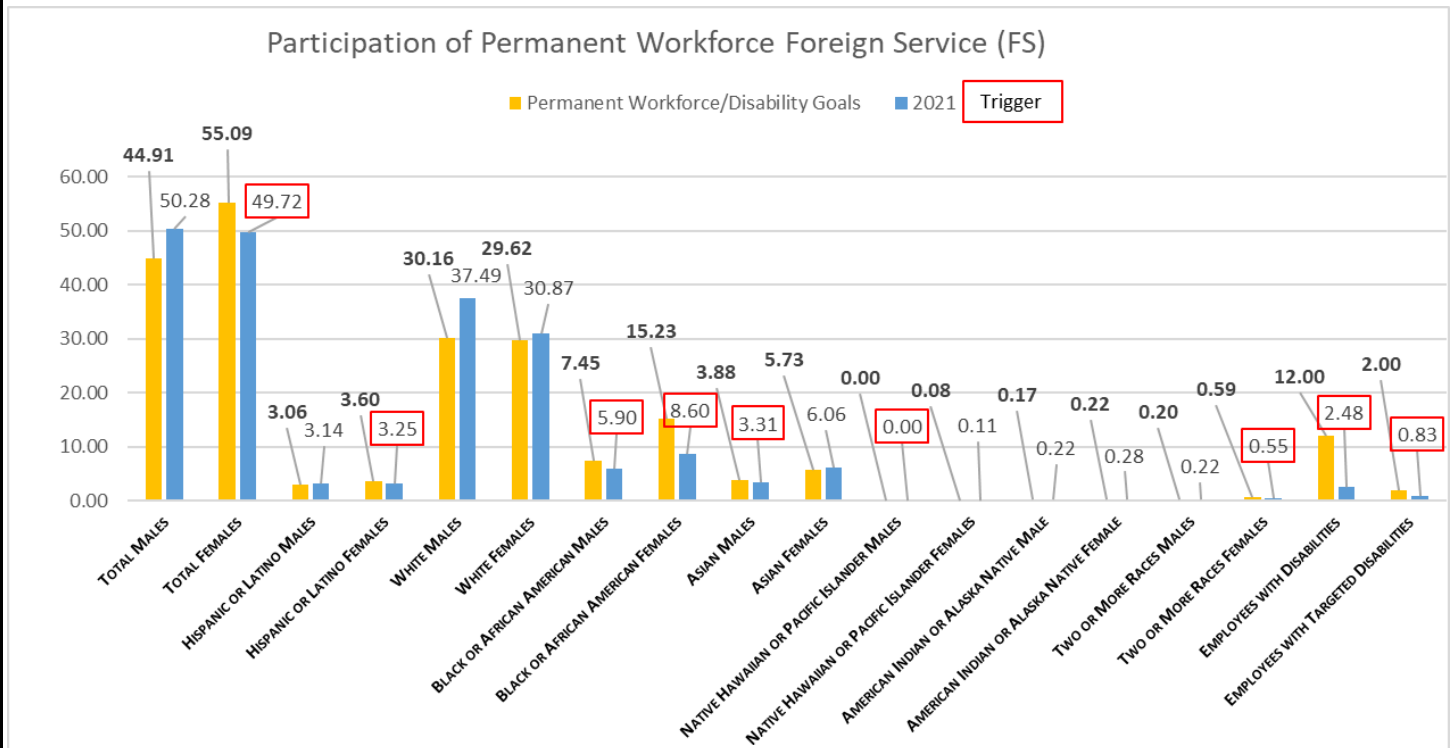


- Hispanic or Latino Males accounted for 2.98 percent of the Agency's CS permanent workforce, lower than the Agency's overall permanent workforce of 3.06 percent (gap: 0.08%)
- White Females accounted for 28.33 percent of the Agency's CS permanent workforce, lower than the Agency's overall permanent workforce of 29.62 percent (gap: 1.29%)
- Asian Females accounted for 5.39 percent of the Agency's CS permanent workforce, lower than the Agency's overall permanent workforce of 5.73 percent (gap: 0.34%)
- Native Hawaiian or Pacific Islander Males accounted for 0 percent of the Agency's CS and Agency's overall permanent workforce.
- Native Hawaiian or Pacific Islander Females accounted for 0.06 percent of the Agency's CS permanent workforce, lower than the Agency's overall permanent workforce of 0.08 percent (gap: 0.02%)
- American Indian or Alaska Native Males accounted for 0.11 percent of the Agency's CS permanent workforce, lower than the Agency's overall permanent workforce of 0.17 percent (gap: 0.06%)
- American Indian or Alaska Native Females accounted for 0.17 percent of the Agency's CS permanent workforce, lower than the Agency's overall permanent workforce of 0.22 percent (gap: 0.05%)
- Two or More Races Males accounted for 0.17 percent of the Agency's CS permanent workforce, lower than the Agency's overall permanent workforce of 0.20 percent (gap: 0.03%)
- Employees with Disabilities accounted for 8.94 percent of the Agency's CS permanent workforce, lower than the Federal Disability Goal of 12.0 percent (gap: 3.06%)

U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

USAID Foreign Service (FS) Permanent Workforce

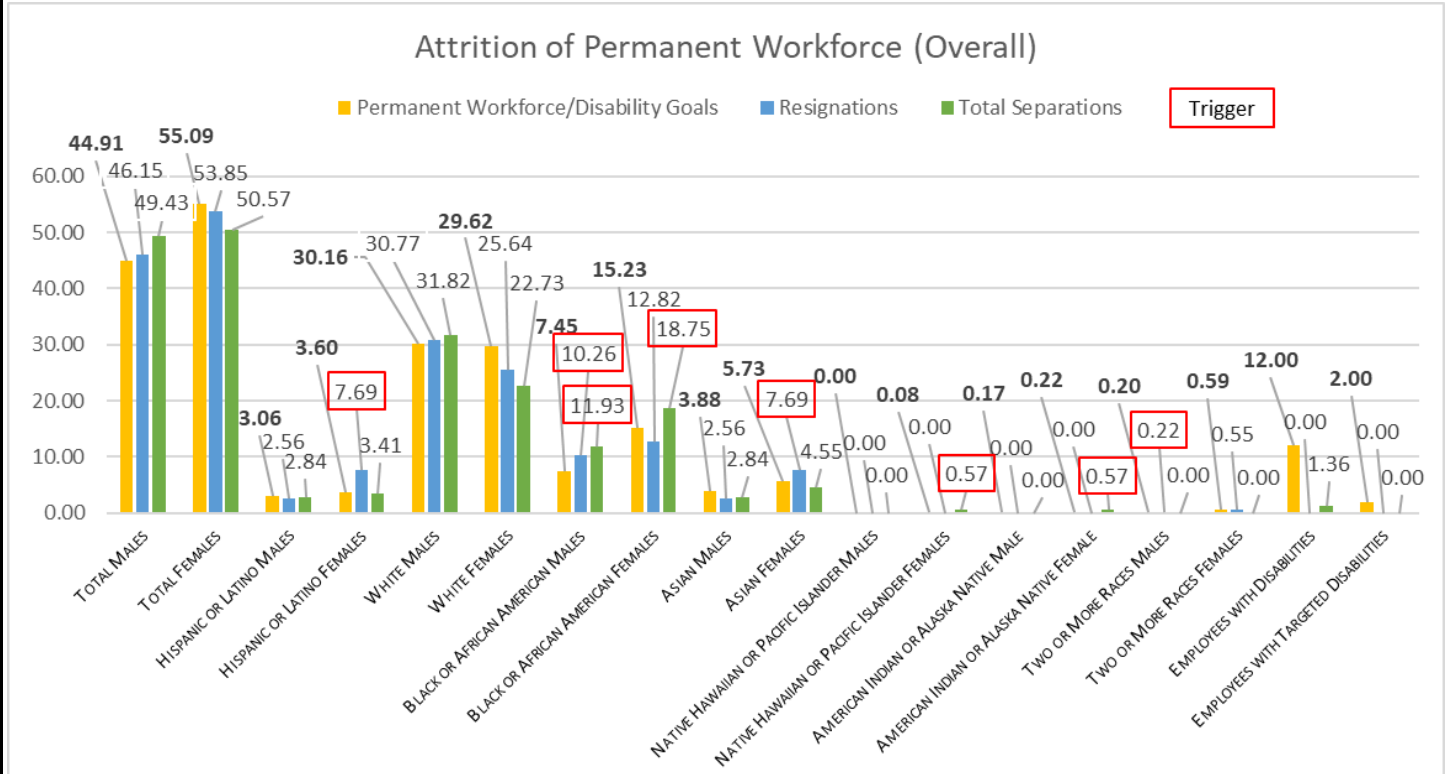
The following chart shows the participation of USAID's FS Permanent Workforce compared to the Agency's total workforce as a benchmark. The Agency's FY 2021 FS permanent workforce is underrepresented in the following groups: Total Females, Hispanic or Latino Females, Black or African American Males and Females, Asian Males, Native Hawaiian or Other Pacific Islander Males, Two or More Races Females, and Persons with Disabilities and Targeted Disabilities.



- Total Females accounted for 49.72 percent of the Agency's FS permanent workforce, lower than the Agency's overall permanent workforce of 55.09 percent (gap: 5.37%)
- Hispanic Females accounted for 3.25 percent of the Agency's FS permanent workforce, lower than the Agency's overall permanent workforce of 3.60 percent (gap: .35%)
- Black or African American Males accounted for 5.90 percent of the Agency's FS permanent workforce, lower than the Agency's overall permanent workforce of 7.45 percent (gap: 1.55%)
- Black or African American Females accounted for 8.60 percent of the Agency's FS permanent workforce, lower than the Agency's overall permanent workforce percentage of 15.23 percent (gap: 6.63%)
- Asian Males accounted for 3.31 percent of the Agency's FS permanent workforce, lower than the Agency's overall permanent workforce percentage of 3.88 percent (gap: 0.57%)
- Native Hawaiian or Pacific Islander Males accounted for 0 percent of the Agency's FS permanent workforce, lower than the Agency's overall permanent workforce.
- Two or More Races Females accounted for 0.55 percent of the Agency's FS permanent workforce, lower than the Agency's overall permanent workforce of 0.59 percent (gap: 0.04%)
- Employees with disabilities accounted for 2.48 percent of the Agency's FS permanent workforce, lower than the Federal Disability Goal of 12.0 percent (gap: 9.52%)
- Employees with Targeted Disabilities accounted for 0.83 percent of the Agency's FS permanent workforce, lower than the Federal Disability Goal of 2 percent (gap: 1.17%)

U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

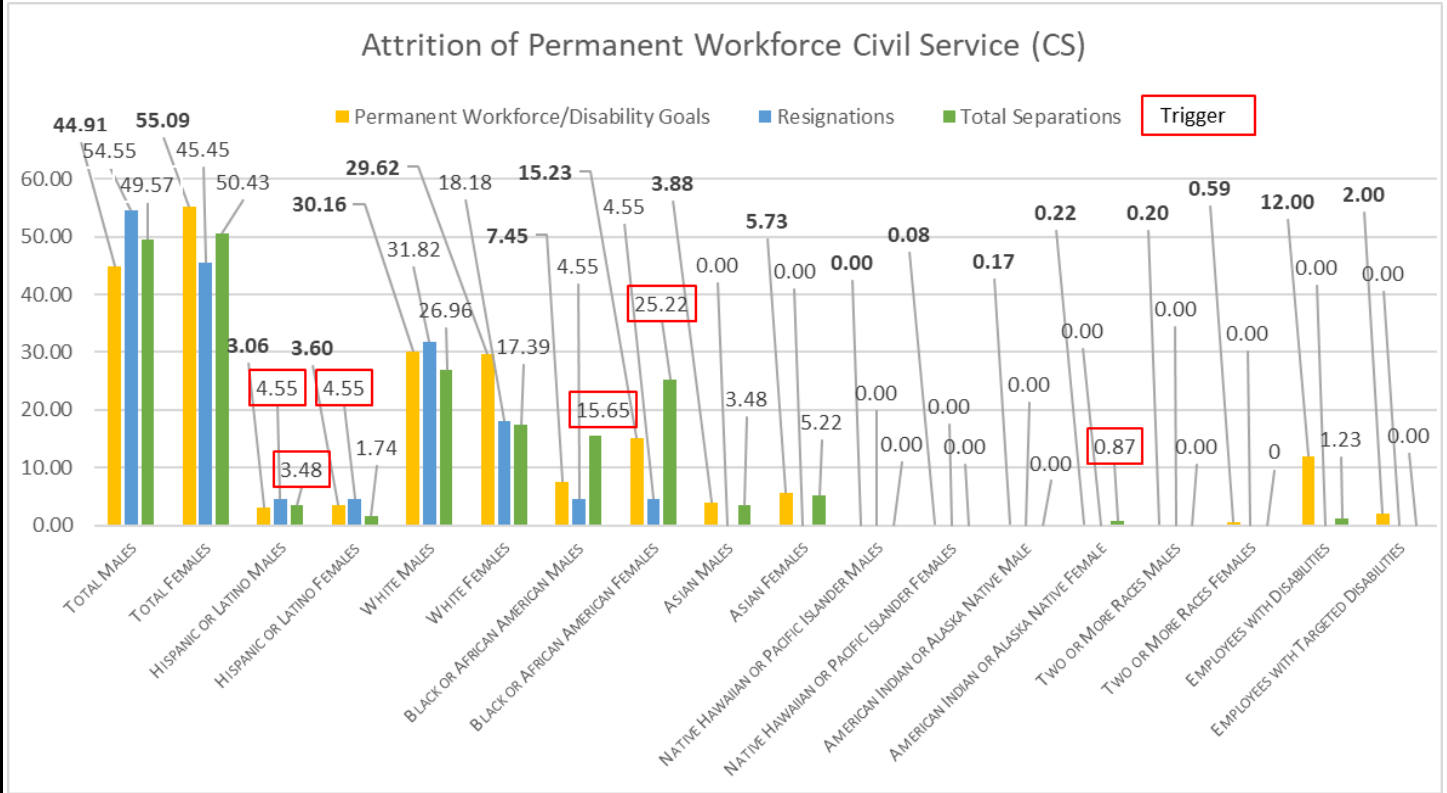
Attrition via Resignation of Overall Permanent



- 7.69 percent of the Agency Resignations were Hispanic or Latino Females, higher than the Agency's overall permanent workforce percentage of 3.60 percent (gap: 4.09%)
- 10.26 percent of the Agency's Resignations were Black or African American Males, higher than the Agency's overall permanent workforce percentage of 7.45 percent (gap: 2.81%)
- 11.93 percent of the Agency's Total Separations were Black or African American Males, higher than the Agency's overall permanent workforce percentage of 7.45% percent (gap: 4.48%)
- 18.75 percent of the Agency's Total Separations were Black or African American Females, higher than the Agency's overall permanent workforce percentage of 7.45% percent (gap: 4.48%)
- 7.69 percent of the Agency's Resignations were Asian Females, higher than the Agency's overall permanent workforce percentage of 5.73 percent (gap: 1.96%)
- 0.57 percent of the Agency's Total Separations were Native Hawaiian or Pacific Islander Females, higher than the Agency's overall permanent workforce percentage of 0.08 percent (gap: 0.49%)
- 0.57 percent of the Agency's Total Separation were American Indian or Alaska Native Females, higher than the Agency's overall permanent workforce percentage of 0.22 percent (gap: 0.35%)
- 0.22 percent of the Agency's Resignations were Two or More Race Males, higher than the Agency's overall permanent workforce percentage of 0.20 percent (gap: 0.02%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

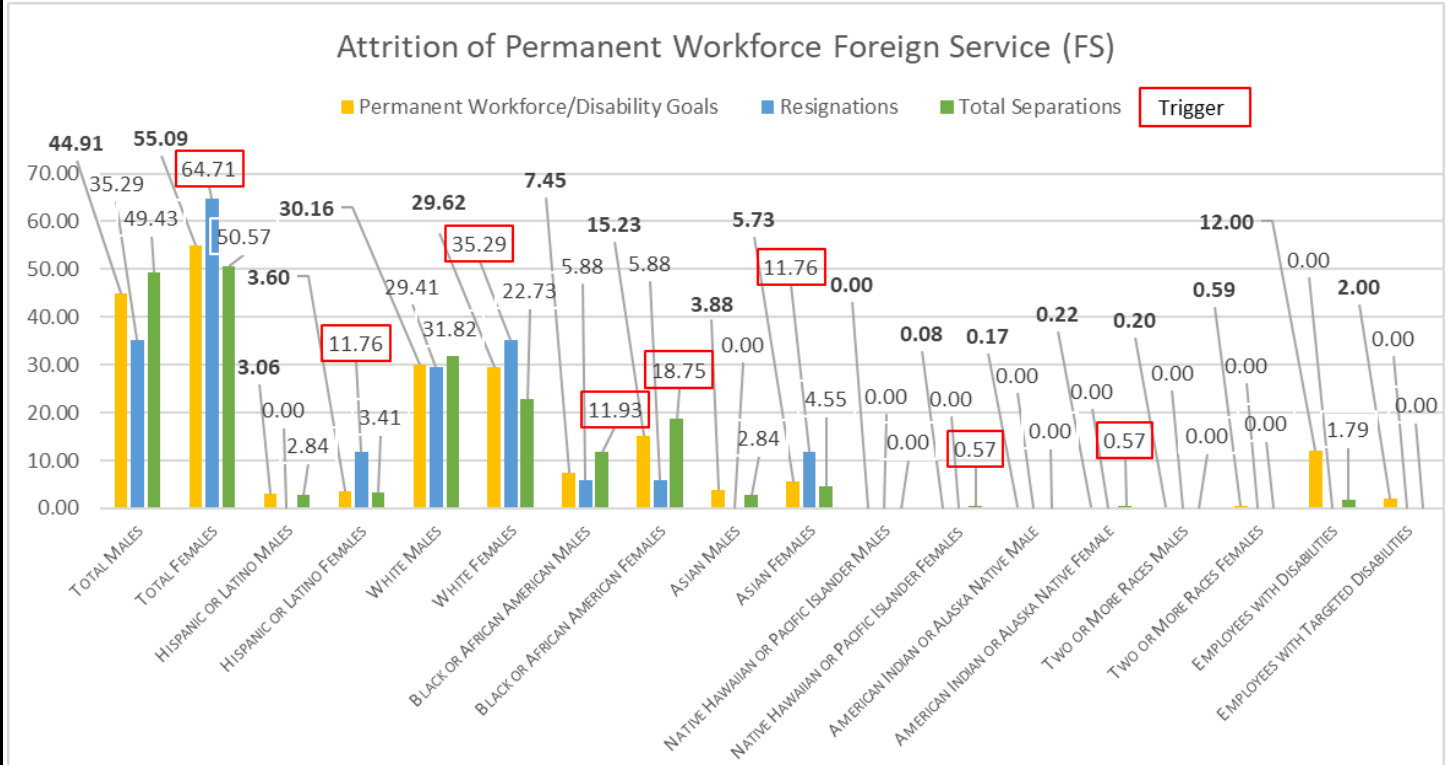
Attrition via Resignation of CS Permanent



- 4.55 percent of the Agency’s CS Resignations were Hispanic or Latino Males, higher than their permanent workforce percentage of 3.06 percent (gap: 1.49%)
- 3.48 percent of the Agency’s CS Separations were Hispanic or Latino Males, higher than their permanent workforce percentage of 3.06 percent (gap: 0.42%)
- 4.55 percent of the Agency’s CS Resignations were Hispanic or Latino Females, higher than their permanent workforce percentage of 3.60 percent (gap: 0.95%)
- 15.65 percent of the Agency’s CS Separations were Black or African American Males, higher than their permanent workforce percentage of 7.45 percent (gap: 8.20%)
- 25.22 percent of the Agency’s CS Separations were Black or African American Females, higher than their permanent workforce percentage of 15.23 percent (gap: 9.99%)
- 0.87 percent of the Agency’s CS Separations were American Indian or Alaska Native Females, higher than their permanent workforce percentage of 0.22 percent (gap: 9.99%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

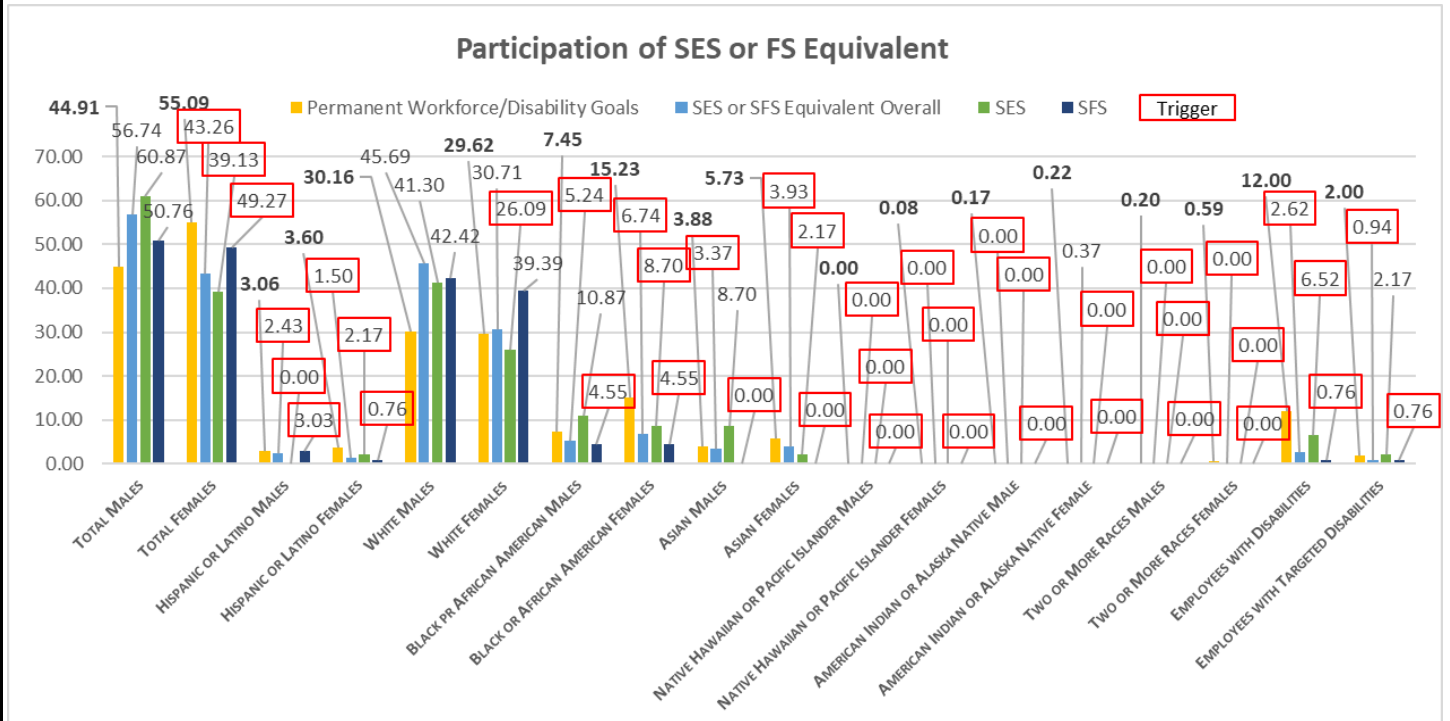
Attrition via Resignation of the FS Permanent



- Total Females accounted for 64.71 percent of the Agency’s Total FS Separations, higher than their permanent workforce percentage of 55.09 percent (gap: 9.62%)
- 11.76 percent of the Agency’s FS Resignations were Hispanic or Latino Females, higher than their permanent workforce percentage of 3.60 percent (gap: 8.16%)
- 35.29 percent of the Agency’s FS Resignations were White Females, higher than their permanent workforce percentage of 29.62 percent (gap: 5.67%)
- 11.93 percent of the Agency’s Total FS Separations were Black or African American Males, higher than their permanent workforce percentage of 7.45 percent (gap: 4.48%)
- 18.75 percent of the Agency’s Total FS Separations were Black or African American Females, higher than their permanent workforce percentage of 15.23 percent (gap: 3.52%)
- 11.76 percent of the Agency’s FS Resignations were Asian Females, higher than their permanent workforce percentage of 5.73 percent (gap: 6.03%)
- 0.57 percent of the Agency’s FS Total Separations were Native Hawaiian or Pacific Islander Females, higher than their permanent workforce percentage of 0.08 percent (gap: 0.49%)
- 0.57 percent of the Agency’s FS Total Separations were American Indian Alaska Native Females, higher than their permanent workforce percentage of 0.22 percent (gap: 0.35%)

U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

Participation of Overall SES or Equivalent Participation



- Overall Female participation in the SES or SFS Equivalent Overall is 43.26 percent, lower than their permanent workforce percentage of 55.09 percent (gap: 11.83%)
- Overall Female participation in the SES is 39.13 percent, lower than their permanent workforce percentage of 55.09 percent (gap: 15.96%)
- Overall Female participation in the SFS is 49.27 percent, lower than their permanent workforce percentage of 55.09 percent (gap: 5.82%)
- Hispanic or Latino Male participation in the SES or SFS Equivalent Overall is 2.43 percent, lower than their permanent workforce percentage of 3.06 percent (gap: 0.63%)
- Hispanic or Latino Male participation at the SES is 0 percent, lower than their permanent workforce percentage of 3.04 percent.
- Hispanic or Latino Male participation at the SFS is 3.03 percent, lower than their permanent workforce percentage of 3.06 percent (gap: 0.03%)
- Hispanic or Latina Females participation in the SES or SFS Equivalent Overall is 1.50 percent, lower than their permanent workforce percentage of 3.60 percent (gap: 2.10%)
- Hispanic or Latina Females participation in the SES is 2.17 percent, lower than their permanent workforce percentage of 3.60 percent (gap: 1.43%)
- Hispanic or Latina Females participation in the SFS is 0.76 percent, lower than their permanent workforce percentage of 3.60 percent (gap: 2.84%)
- White Females participation in the SES is 26.09 percent, lower than their permanent workforce percentage of 29.62 percent (gap: 3.53%)
- Black or African American Males participation in the SES or SFS Equivalent is 5.24 percent, lower than their permanent workforce percentage of 7.45 percent (gap: 2.21%)
- Black or African American Males participation in the SFS is 5.06 percent, lower than their permanent workforce percentage of 7.30 percent (gap: 2.24%)
- Black or African American Females participation in the SES or SFS Equivalent is 6.74 percent, lower than their

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

- permanent workforce percentage of 15.23 percent (gap: 8.49%)
- Black or African American Females participation in the SES at 8.70 percent, lower than their permanent workforce percentage of 15.23 percent (gap: 6.53%)
- Black or African American Females participation in the SFS is 4.55 percent, lower than to their permanent workforce percentage of 15.23 percent (gap: 10.68%)
- Asian Male participation in the SES or SFS Equivalent is 3.37 percent, lower than their permanent workforce percentage of 3.88 percent (gap: 0.51%)
- Asian Male participation in the SFS is 0 percent, lower than their permanent workforce percentage of 3.88 percent
- Asian Females participation in the SES or SFS Equivalent is 3.93 percent, lower than their permanent workforce percentage of 5.73 percent (gap: 1.80%)
- Asian Female participation in the SES is 2.17 percent, lower than their permanent workforce percentage of 5.73 percent (gap: 3.56%)
- Asian Female participation in the SFS is 0 percent, lower than their permanent workforce percentage of 5.73 percent (gap: 5.73%)
- American Indian Alaska Native Females participation in the SES is 0 percent, lower than their permanent workforce percentage of 0.22 percent (gap: 0.22%)
- American Indian Alaska Native Females participation in the SFS is 0 percent, lower than their permanent workforce percentage of 0.22 percent (gap: 0.22%)
- Employees with disabilities accounted for 2.62 percent of the participation in the SES or SFS Equivalent, lower than the Federal Disability Goal of 12.0 percent (gap: 6.35%)
- Employees with disabilities accounted for 6.52 percent of the participation in the SES, lower than the Federal Disability Goal of 12.0 percent (gap: 5.48%)
- Employees with disabilities accounted for 0.76 percent of the participation in the SFS, lower than the Federal Disability Goal of 12.0 percent (gap: 11.24%)
- Employees with Targeted Disabilities accounted for 0.94 percent of the participation in the SES or SFS Equivalent, lower than the Federal Disability Goal of 2 percent (gap: 1.06%)
- Employees with Targeted Disabilities accounted for 0.76 percent of the participation in the SFS, lower than the Federal Disability Goal of 2 percent (gap: 1.24%)

There was no participation in the SES or SFS Equivalent, SES and SFS for the following groups:

- Native Hawaiian or Pacific Islander Males and Females
- American Indian Alaska Native Males
- Two or More Races Males and Females

U.S. Agency for International Development (USAID) Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

Part E.4 - Executive Summary: Accomplishments

During FY 2021, USAID counted several accomplishments related to the Agency's EEO Program.

The Agency continued to adequately fund and staff OCRD, which manages the Agency's EEO and DEI programs, enabling better functionality of the DEI 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 (ADR) Program, strengthened its capability and customer-focused approach with the addition of staff.

Additional accomplishments include the following:

- The Acting OCRD Director provided a "State of the Agency-EEO" briefing of the FY 2021 MD-715 report to USAID senior leadership. The briefing provided information on the Agency's federal workforce demographics and included an assessment of the Agency's EEO Program performance against the EEOC's six essential elements for a Model EEO Program.
- On June 25, 2021, the Agency published ADS Chapter 110, Equal Employment Opportunity Program. The chapter sets forth the authority, responsibilities, and procedures under which the Agency manages the EEO Program.
- More than 2,200 members (approximately 20 percent) of USAID's workforce, including managers and supervisors, received Anti-Harassment, EEO complaints, and ADR programs training.
- On September 24, 2021, the Agency disseminated and published ADS 114, Anti-Harassment. This chapter provides the authority, responsibilities, and procedures that the Agency will use to address allegations of harassment in the workplace.
- During FY 2021, the Anti-Harassment Program closed 97 percent of the 103 contacts received. The program referred 75 percent of those contacts to other offices such as the Office of Human Capital and Talent Management and management officials for further action.
- The Anti-harassment Program team developed a tracking system (MS Excel) to collect, monitor, analyze, and accurately process Anti-Harassment cases; the team has collaborated with the Office of the Chief Information Officer (CIO) to further develop and enhance case tracking.
- USAID made significant strides in FY 2021 to improve awareness of ADR and encourage its use. Notably, the Agency expanded its marketing efforts to disseminate an ADR brochure and increased offerings in the pre-complaint stage.
- During FY 2021, OCRD revamped the Agency's EEO Collateral Duty Counselor Program to centralize its functions and better serve the needs of the Agency. Twenty-three collateral duty counselors were selected to provide EEO counseling services. Customer Service is at the forefront of the program as counselors assist aggrieved individuals participating in the EEO complaint process efficiently and strive to resolve complaints at the lowest level possible, ensuring that all parties are treated with fairness, respect, and dignity.
- During FY 2021, 100 percent of informal and formal cases were timely processed.
- In March 2021, the Agency timely submitted the FY 2020 No FEAR Act report to the EEOC.
- In FY 2021, the Agency timely posted quarterly No FEAR Act data on the Agency's website.
- The Agency provided updated EEO Complaints Team contact information on its internet and intranet sites. In addition, OCRD regularly disseminates EEO information in electronic communications to all members of the Agency's workforce and uses a single email address (eeocomplaints@usaid.gov) to communicate with counselors and EEO specialists to ensure effective and efficient communications.
- In FY 2021, the Agency processed accommodation requests within 30 business days, the time frame outlined in the USAID RA policy (ADS 111), with an average processing time of eight (8) days and one (1) request processed outside of the 30-business daytime frame. The RA Program had 310 total contacts.
- As of October 2020, an American Sign Language (ASL) Interpreter/Reasonable Accommodation (RA) Specialist became a part of the expanded Civil Service RA team (from two FTEs during FY 2020 to three FTEs during this fiscal year).
- The Agency provided nearly 17,000 hours of ASL interpreting/CART services to users/requestors Agency-wide.
- On May 7, 2021, the Agency released a fully revised ADS 111, Procedures for Providing Reasonable



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

Accommodation for Individuals with Disabilities.

- On May 26, 2021, the Agency updated its internal and external website [[Work with USAID/Careers](#)] to include an updated RA procedure that contains information on Personal Assistance Services (PAS).
- As of July 2021, RA resources are presented virtually at USAID's New Entrant Orientation (NEO), scheduled biweekly, for all hiring mechanisms (as outlined in the ADS 111). During FY 2021, 642 new hires were trained. Additionally, 91 Career Candidate Corps (C3) FSOs were trained on specific topics about overseas assignments.
- In August 2021, the RA Program began providing training for select staff (Facilities, Administrative Officers, Executive Officers, Resident Legal Officers, and others) on their responsibilities regarding RA requests.
- In collaboration with the Agency's Administrative & Executive Officers, OCRD/Reasonable Accommodation Program coordinated training for supervisors/managers on their role as the Deciding Official.
- During FY 2021, the Agency participated in over 80 recruitment events and activities.
- The Agency resolved the following deficiencies from the FY2020 MD-715: [A.2.a.1](#), [B.5.a.2](#), [C.2.c.1](#)

Part E.5 - Executive Summary: Planned Activities

- In FY2022, the Agency will conduct Field Audits abroad.
- The Agency will continue to administer the Donald M. Payne International Development Fellowship Program.
- To increase engagement with employees in overseas missions, the Agency will continue to increase its use of technology (webinars, video teleconferences, etc.). Increased engagement with the overseas workforce will ensure our colleagues across the globe have access to special observances and commemorative program events, briefings and presentations on EEO Programs such as Anti-Harassment, and related diversity, equity, and inclusion topics.
- In FY2022, the Agency will continue its efforts to develop and begin implementation of a cloud-based reasonable accommodation management system which will enable employees to e-file requests and increase programmatic efficiencies.
- In FY2022, the Agency will continue to improve the collection of Foreign Service applicant flow data.
- In FY2022, the Agency will continue to implement a robust training plan to ensure all managers and supervisors receive training on their EEO Program responsibilities for all areas under the Agency's EEO Program, including EEO Complaints, Anti-Harassment, Affirmative Employment, and Reasonable Accommodation.





**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Part F: USAID Certification



<p>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>		
<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>		
<p>Ismael Martinez <i>Acting Director, Office of Civil Rights and Diversity</i></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>DATE 05/20/2022</p>
<p>Paloma Adams-Allen <i>USAID Deputy Administrator for Management and Resources</i></p>		
<p><i>Signature of Agency Head or Agency Head Designee</i></p>		<p>DATE 05/30/2022</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Part G - Agency Self-Assessment Checklist



Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

This element requires the Agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.



 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments
	A.1 – The Agency issues an effective, up to date EEO policy statement.		
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 comment’s 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	
	A.2 – The Agency has communicated EEO policies and procedures to all employees.		
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)]	Yes	Published in September 2021. Resolved deficiency https://www.usaid.gov/sites/default/files/documents/114.pdf
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)]	No	
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	No	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(if)] If so, please provide the internet address in the comment’s column.	Yes	https://www.usaid.gov/sites/default/files/documents/111.pdf



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**



A.2.c	Does the Agency inform its employees about the following topics:		
A.2.c.1	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 entrant orientation and throughout the informal and formal complaint processes. USAID’s internal website also contains references.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	Yes	The ADR process is shared during new entrant orientation and throughout the informal and formal complaint processes. USAID’s internal website also contains references.
A.2.c.3	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 (all hiring mechanisms) on a bi-weekly basis via a virtual orientation held on WebEx. Soon after, a refresher virtual training on the RA process is held and tailored to the needs of USAID’s Foreign Service/Overseas employees.
A.2.c.4	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. USAID’s internal website also contains references.
A.2.c.5	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 USAID’s internal website also contains references.
 Compliance Indicator	A.3 – The Agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments
 Measures			

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**





A.3.a	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: https://www.usaid.gov/sites/default/files/documents/491.pdf “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.”
A.3.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	
Essential 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 workplace that is free from discrimination and support the Agency’s strategic mission.			
 Compliance Indicator  Measures	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.	Measure Met? (Yes/No/NA)	Comments
B.1.a	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)]	No	
B.1.a.1	If the EEO Director does not report to the Agency head, does the EEO Director report to the same Agency head designee as the mission-related programmatic offices? If “yes,” please provide the title of the Agency head designee in the comments.	Yes	The Director of Civil Rights (EEO Director) reports directly to the Deputy Administrator for Management and Resources.
B.1.a.2	Does the Agency’s organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	USAID Org Chart https://www.usaid.gov/who-we-are/organization
B.1.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	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

B.1.c	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	State of the Agency presentation held August 5, 2021, to the senior leaders of the Agency including the Deputy Administrator. However, the Agency Administrator was not able to attend.
B.1.d	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	
 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments
B.2.a	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	
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	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.2.d	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.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(c); 1614.502]	Yes	
B.2.f	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	

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

B.2.g	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)]	Yes	
 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments
B.3.a	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.3.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 Joint Strategic Plan (Department of State and USAID) 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.
 Compliance Indicator  Measures	B.4 - The Agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments
B.4.a	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 following areas:		
B.4.a.1	to conduct a self-assessment of the Agency for possible program deficiencies? [see MD-715, II(D)]	Yes	
B.4.a.2	to enable the Agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes	







**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

B.4.a.3	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	
B.4.a.4	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.4.a.5	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	Due to the COVID-19 pandemic all international travel has been suspended. Therefore, field audits weren't conducted.
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes	
B.4.a.7	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.4.a.8	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	
B.4.a.9	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	
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes	
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes	
B.4.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	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes	
B.4.d	Does the Agency ensure that all new counselors and investigators, including contractors and collateral duty	Yes	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**



	employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?		
B.4.e	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	
 Compliance Indicator  Measures	B.5 – The Agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments
B.5.a	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.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	No	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	Resolved prior year deficiency
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	No	
B.5.a.4	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.5.a.5	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	
 Compliance Indicator  Measures	B.6 – The Agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	No	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	No	
B.6.c	When barriers are identified, do senior managers assist in developing Agency EEO action plans (Part I, Part J,	No	





**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	or the Executive Summary)? [see MD-715 Instructions, Sec. II]		
B.6.d	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.

 Compliance Indicator  Measures	C.1 – The Agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments
C.1.a	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	Due to the COVID-19 pandemic all international travel has been suspended. Therefore, field audits weren't conducted.
C.1.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	Due to the COVID-19 pandemic all international travel has been suspended. Therefore, field audits weren't conducted.
C.1.c	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	



 Compliance Indicator  Measures	C.2 – The Agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments
C.2.a	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	
C.2.a.1	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 Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes	

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

C.2.a.2	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	
C.2.a.3	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	
C.2.a.4	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	
C.2.a.5	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. Dept. of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dept. 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.	No	90% of inquiries began within 10 days. On average, inquiries start within five (5) days of notification. The Program had some setbacks in FY 2021, with an average of 79 days to complete an inquiry. The Program has taken measures to improve its timeliness in FY 2022.
C.2.a.6	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	
C.2.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	
C.2.b.1	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	
C.2.b.2	Has the Agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes	
C.2.b.3	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	
C.2.b.4	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	
C.2.b.5	Does the Agency process all accommodation requests	Yes	





**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	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.		
C.2.c	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	
C.2.c.1	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.	Yes	https://www.usaid.gov/careers/reasonable-accommodations resolved prior year deficiency
 Compliance Indicator  Measures	C.3 - The Agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments
C.3.a	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	
C.3.b	Does the Agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.1]	Yes	
C.3.b.2	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	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	Yes	
C.3.b.4	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	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes	
C.3.b.7	Support the EEO program in identifying and removing	Yes	







**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	barriers to equal opportunity. [see MD-715, II(C)]		
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes	
C.3.b.9	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	
C.3.c	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	
C.3.d	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	

 Compliance Indicator	C.4 – The Agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments
 Measures			
C.4.a	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	
C.4.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	
C.4.c	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	However, FS data is not consistent on all aspects of the employment life cycle.
C.4.d	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	
C.4.e	Pursuant to Section II(C) of MD-715, does the		

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	EEO office collaborate with the HR office to:		
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	
 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the Agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments
C.5.a	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	
C.5.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 2021.
C.5.c	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	
 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments
C.6.a	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 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC Form 462) on the Agency’s intranet.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**





C.6.b	Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	Yes	
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<p>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.</p>

 Compliance Indicator Measures		Measure Met? (Yes/No/NA)	Comments
D.1 – The Agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.			
D.1.a	Does the Agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes	
D.1.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 emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes	
D.1.c	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	

 Compliance Indicator Measures		Measure Met? (Yes/No/NA)	Comments
D.2 – The Agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)			
D.2.a	Does the Agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	



**U.S. Agency for International Development (USAID)
 Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

D.2.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	
D.2.c	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	
D.2.d	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] If "yes", please identify the data sources in the comments column.	Yes	Harassment complaint data; reasonable accommodation data; Union data; exit surveys; employee climate surveys.
 Compliance Indicator  Measures	D.3 – The Agency establishes appropriate action plans to remove identified barriers	Measure Met? (Yes/No/NA)	Comments
D.3.a	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	
D.3.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	
D.3.c	Does the Agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes	
 Compliance Indicator  Measures	D.4 – The Agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	Measure Met? (Yes/No/NA)	Comments
D.4.a	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.	No	
D.4.b	Does the Agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to	Yes	https://www.usaid.gov/work-usaid/careers/hiring-

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**



	apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]		mechanisms/disabilities-employment-program
D.4.c	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	
D.4.d	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.





 Compliance Indicator	E.1 - The Agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments
 Measures			
E.1.a	Does the Agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes	
E.1.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	
E.1.c	Does the Agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(l)?	Yes	
E.1.d	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(l)? If so, please provide the average processing time in the comments.	Yes	In FY 2021, 30 days was the average processing time.
E.1.e	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	
E.1.f	Does the Agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes	100% of FY 2021 investigations completed timely
E.1.g	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	Yes	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**



	right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(q)?		
E.1.h	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	100% of FY 2021 final Agency decisions completed timely
E.1.i	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	100% of FY 2021 final actions completed timely
E.1.j	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' work products and return them for correction if necessary. Performance issues can be escalated to the Contracting Officer if not addressed.
E.1.k	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	
E.1.l	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	
Compliance Indicator			
	E.2 – The Agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator
			
Measures			
E.2.a	Has the Agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.	Yes	USAID has established a clear separation between its EEO complaint program and its defensive function

**U.S. Agency for International Development (USAID)
 Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

E.2.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	The OCRD Complaints and Resolution Division has three attorneys on staff, including the Division Chief.
E.2.c	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.
E.2.d	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	
E.2.e	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	
 Compliance Indicator  Measures	E.3 - The Agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments
E.3.a	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	
E.3.b	Does the Agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes	
E.3.c	Does the Agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes	
E.3.d	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	
E.3.e	Does the Agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes	
E.3.f	Does the Agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes	
 Compliance Indicator 	E.4 – The Agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**



Measures			
E.4.a	Does the Agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4.a.1	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	
E.4.a.2	The race, national origin, sex, and disability status of Agency employees? [see 29 CFR §1614.601(a)]	Yes	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes	
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	Currently using MS Excel, but USAID is in the process of purchasing a case-management system
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	Currently using MS 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	
 Compliance Indicator  Measures	E.5 – The Agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments
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	OCRD discovered timeliness issues with accept/dismissal letters, completion of investigations, and final Agency decisions deadlines. OCRD established an effective process to address the timelines issues and streamline the EEO complaint process.
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 the National Archives and Records Administration: the







**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

			Accountability Working Group comprising OCRD, the General Counsel, and HCTM Employee and Labor Relations to address challenges/barriers to effective dispute resolution, counter challenges to effective accountability of bad actors, bolster trust/respect of Agency mechanisms for ensuring workplace standards of conduct, and advance proactive solutions to mitigate Agency liability and promote civility across a dispersed geographical workforce.
E.5.c	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	F.1 – The Agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No/NA)	Comments
 Measures			
F.1.a	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	
F.1.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	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes	
F.1.e	When EEOC issues an order requiring compliance by	Yes	

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	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)]		
 Compliance Indicator	F.2 – The Agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments
 Measures			Indicator moved from E-III Revised
F.2.a	Does the Agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	
F.2.a.1	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	
F.2.a.2	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	
F.2.a.3	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	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the Agency promptly provide EEOC with the required documentation for completing compliance?	Yes	
 Compliance Indicator	F.3 - The Agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments
 Measures			
F.3.a	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	
F.3.b	Does the Agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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

Statement of Model Program Essential Element Deficiency (*resolved)

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? Yes.

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	09/24/2021

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
09/30/2020		Yes	09/30/2021	9/24/2021

Report of Accomplishments

Fiscal Year	Accomplishments
2021	In FY2020, the Agency drafted a comprehensive Anti-Harassment policy and procedures that comply with the EEOC's enforcement guidance, which USAID published and publicly disseminated in FY 2021. This deficiency is now resolved.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
A.2.b.1	Does the Agency post the business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director throughout the workplace and on its public website? No

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/01/2021	Prominently post the Agency's business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director throughout the workplace and on its public website.	09/30/2022		

Responsible Official(s)

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2022	Post the Agency's business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director throughout the workplace and on its public website.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2021	This is a new deficiency

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
A.2.b.2	Does the Agency post written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process throughout the workplace and on its public website? No

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/01/2021	Prominently post the Agency's written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process throughout the workplace and on its public website.	09/30/2022		

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
09/30/2022	To prominently post the Agency's written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process throughout the workplace and on its public website.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2021	This is a new deficiency



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.1.a	Is the Agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? No.

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
9/30/2021	To ensure that the Agency Administrator is the immediate supervisor of the EEO Director.	09/30/2022		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
HCTM, Assistant to the Administrator	Adetola Abiade	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2022	Collaborate with the proper components to ensure that the Agency Administrator is the immediate supervisor of the EEO Director.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
FY2021	This is a new deficiency.

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? No. In FY21, due to the COVID-19 pandemic all International travel was suspended. Therefore, field audits were not conducted.

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	9/30/2022	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 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	9/30/2022	
9/30/2020	OCRD will work with HCTM and Office of Security to onboard selectees.	Yes	9/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	In FY21, USAID hired one new employee in the Affirmative Employment Division and one new employee in the Reasonable Accommodation Division.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.5.a.1	Have all managers and supervisors received training on their responsibilities under the following areas under the Agency EEO program: EEO Complaint Process? No, 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	09/30/2022	

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	09/30/2022	
9/3020	OCRD will work with HCTM to upload training on the USAID University platform.	Yes	09/30/2022	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

09/30/2020	OCRD will prepare and send Agency Notices to all managers and supervisors to take mandatory training.	Yes	09/30/2022	
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Report of Accomplishments

Fiscal Year	Accomplishments
FY2021	Modification to completion date necessary with respect to ADR: We are fully staffed, and we are prepared to ensure that all managers and supervisors received training. Due to COVID-19 and the challenges that surrounded it, we made significant modifications to the training that was to be presented. Although USAID was able to train over 500 managers and supervisors, we were not able to complete the element by the end of the fiscal year. After implementing the training in FY 2021, there was a major technical issue and the training had to be removed from the Agency's online learning platform. We are working to make necessary modifications and have targeted to complete the necessary training by the end of FY 2022.

Statement of Model Program Essential Element Deficiency (*resolved)

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? Yes

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		5/2021

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	5/2021
09/30/2020	OCRD will work with HCTM to upload training on the USAID University platform.	Yes	09/30/2021	5/2021
09/30/2020	OCRD will prepare and send Agency Notices to all managers and supervisors.	Yes	09/30/2021	5/2021



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Report of Accomplishments

Fiscal Year	Accomplishments
2021	OCRD updated ADS 111 Procedures for Providing Reasonable Accommodation for Individuals with Disabilities to ensure efficient RA request processing and add EEOC requirements for Personal Assistance Service (PAS) and a model RA program. The revised ADS 111 was updated on the internal and external websites to include the updated information as of May 2021. This deficiency is now resolved.

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? No.

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	09/30/2022	

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	09/30/2022	
09/30/2020	OCRD will work with HCTM to upload training on the USAID University platform.	Yes	09/30/2022	
09/30/2020	OCRD will prepare and send Agency notices to all managers and supervisors.	Yes	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	In FY 2021, USAID trained over 500 managers and supervisors.

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? No.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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	09/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Chief Human Capital Officer; HCTM	Peter Malnak	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	09/30/2022	
09/30/2020	OCRD will notify all managers and supervisors about mandatory training.	Yes	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2021	In FY 2021, USAID trained over 500 managers and supervisors.

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? No

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	09/30/2022	

Responsible Official(s)

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



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

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	09/30/2022	
09/30/2020	OCRD will notify all managers and supervisors about mandatory training.	Yes	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
FY 2021	In FY2021, USAID trained over 500 managers and supervisors.

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? No

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
04/30/2020	To involve senior managers in the implementation of the Agency's Special Emphasis Programs.	09/30/2020	09/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRD	Ismael Martinez	Yes
Acting, Chief Human Capital Officer, HCTM	Peter Malnak	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	09/30/2022	
09/30/2020	OCRD will work with senior managers to implement special emphasis programs in B/IO/Ms.	Yes	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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? No

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 can take action to eliminate the identified barriers as an Affirmative Employment responsibility.	12/31/2020	09/30/2022	

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	09/30/2022	
12/31/2020	OCRD will work with senior leaders to implement the plan.	Yes	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	USAID completed a thorough 2021 Barrier Analysis which included input from Senior Managers and all stakeholders at the Agency.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.6.c	When barriers are identified, do senior managers assist in developing Agency EEO action plans? No

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	09/30/2022	

Responsible Official(s)

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
12/31/2020	OCRDR will develop a barrier-analysis plan that includes participation of senior leaders.	Yes	09/30/2022	
12/31/2020	OCRDR will work with senior leaders to implement action plans.	Yes	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	USAID completed a thorough 2021 Barrier Analysis which included input from Senior Managers and all stakeholders at the Agency.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into Agency strategic plans? No

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	09/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Acting Director, OCRDR	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	OCRDR will develop a barrier-analysis plan that includes participation of senior leaders.	Yes	09/30/2022	
12/31/2020	OCRDR 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
2021	USAID completed a 2021 Barrier Analysis which included input from all stakeholders at the Agency.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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? No

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.	09/30/2022		

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	OCRD will develop a plan to conduct internal audits of its components and field offices.	Yes	09/30/2022	
09/30/2021	OCRD will work with its components and field offices to implement the plan.	Yes	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	OCRD has drafted a Field Audit Checklist to implement in FY2022

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? No

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.	09/30/2022		

Responsible Official(s)

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
09/30/2021	OCRDR will develop a plan and begin to schedule compliance assessments of component B/IOs and overseas Missions.	Yes	9/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.a.5	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? No

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
9/30/2021	To ensure all harassment allegations are processed timely.	09/30/2022		

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
09/30/2022	OCRDR will develop a plan to schedule and comprehensively track all harassment allegations to resolve this deficiency.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2021	This is a new deficiency.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Statement of Model Program Essential Element Deficiency (*resolved)

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? Yes

Objective(s) and Dates for EEO Plan

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	05/26/2021

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	05/26/2021
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	05/07/2021
09/30/2020	OCRD will send draft policy (ADS 111) to relevant stakeholders in the Agency for review and comments.	Yes	09/30/2021	05/06/2021
09/30/2020	OCRD will finalize the revised draft policy and send it to EEOC for approval.	Yes	09/30/2021	11/18/2021
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	05/26/2021

Report of Accomplishments

Fiscal Year	Accomplishments
2021	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 internal (intranet) and external (public) websites. This deficiency is now resolved.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
D.4.a	Does the Agency post its affirmative action plan on its public website? No

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
09/30/2021	To post the Agency’s affirmative action plan on its public website.	09/30/2022		

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
09/30/2022	To collaborate with the necessary stakeholders to reach this objective by the end of the FY	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2021	This is a new deficiency.

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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 Overall Permanent Workforce is not proportionally distributed as compared to the Civilian Labor Force (CLF). The Permanent CS and Permanent FS is not proportionally distributed as compared to the Agency's Overall Permanent Workforce (OPWF)
EEOC Group(s) Affected by Trigger		
Total Females, White Females, Hispanic or Latino Males and Females; Black or African American Males and Females; Asian Females; Native Hawaiian or Pacific Islander; American Indian or Alaska Native; Two or More Males and Females		
Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p><u>Total Female Participation in the Permanent Workforce</u> Permanent FS <ul style="list-style-type: none"> Total Females accounted for 49.72 percent of the Agency's Foreign Service permanent workforce, lower than the OPWF percent of 55.09 percent (Gap—5.37 percent) <u>Participation of Hispanics in the Permanent Workforce</u> Overall Permanent Workforce <ul style="list-style-type: none"> Hispanic or Latino Males accounted for 3.06 percent of the Agency's overall permanent workforce, lower than the OPWF 6.82 percent (Gap—3.76 percent) Hispanic or Latino Females accounted for 3.60 percent of the Agency's permanent workforce, lower than the OPWF of 6.16 percent (Gap—2.56 percent) Permanent CS <ul style="list-style-type: none"> Hispanic or Latino Males accounted for 2.98 percent of the Agency's overall Civil Service permanent workforce, lower than the OPWF percent of 3.06 percent (Gap—0.08 percent) Permanent FS <ul style="list-style-type: none"> Hispanic or Latino Females accounted for 3.25 percent of the Agency's Foreign Service permanent workforce, lower than the OPWF of 3.60 percent (Gap—0.35 percent) <u>Participation of White Females in the Permanent Workforce</u> Overall Permanent Workforce <ul style="list-style-type: none"> White Females accounted for 29.62 percent of the Agency's overall permanent workforce, lower than the CLF 31.82 percent (Gap—2.20 percent) Permanent CS <ul style="list-style-type: none"> White Females accounted for 28.33 percent of the Agency's overall Civil Service permanent workforce, lower than the OPWF percent of 29.62 percent (Gap—1.29 percent) <u>Participation of Black or African Americans in the Permanent Workforce</u> Permanent FS <ul style="list-style-type: none"> Black or African American Males accounted for 5.90 percent of the Agency's Foreign Service permanent workforce, lower than the OPWF of 7.45 percent (Gap—1.55 percent) Black or African American Females accounted for 8.60 percent of the Agency's Foreign Service permanent workforce, lower than the OPWF of 15.23 percent (Gap—6.63 percent) <u>Participation of Asians in the Permanent Workforce</u> Permanent CS <ul style="list-style-type: none"> Asian Females accounted for 5.39 percent of the Agency's overall Civil Service permanent workforce, lower than the OPWF percent of 5.73 percent (Gap—0.34 percent) </p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>Permanent FS</p> <ul style="list-style-type: none"> • Asian Males accounted for 3.31 percent of the Agency’s overall Foreign Service permanent workforce, lower than the OPWF of 3.88 percent (Gap—0.57 percent) <p><u>Native Hawaiian or Pacific Islanders in the Permanent Workforce</u></p> <p>Overall Permanent Workforce</p> <ul style="list-style-type: none"> • Native Hawaiian or Pacific Islanders Males accounted for 0 percent of the Agency’s overall permanent workforce, lower than the CLF of 0.08 percent (Gap—0.08 percent) <p>Permanent CS</p> <ul style="list-style-type: none"> • Native Hawaiian or Pacific Islanders Males accounted for 0 percent of the Agency’s overall Civil Service permanent workforce. • Native Hawaiian or Pacific Islanders Females accounted for 0.06 percent of the Agency’s Civil Service permanent workforce, lower than the OPWF of 0.08 percent (Gap—0.02 percent) <p>Permanent FS</p> <ul style="list-style-type: none"> • Native Hawaiian or Pacific Islanders Males accounted for 0 percent of the Agency’s overall Foreign Service permanent workforce <p><u>American Indian or Alaska Natives</u></p> <p>Overall Permanent Workforce</p> <ul style="list-style-type: none"> • American Indian or Alaska Natives Males accounted for 0.17 percent of the Agency’s overall permanent workforce, lower than the CLF percent of 0.31 percent (Gap—0.14 percent) • American Indian or Alaska Natives Females accounted for 0.22 percent of the Agency’s overall permanent workforce, lower than the CLF percent of 0.31 percent (Gap—0.09 percent) <p>Permanent CS</p> <ul style="list-style-type: none"> • American Indian or Alaska Natives Males accounted for 0.11 percent of the Agency’s overall Civil Service permanent workforce, lower than the OPWF percent of 0.17 percent (Gap—0.06 percent) • American Indian or Alaska Natives Females accounted for 0.17 percent of the Agency’s Civil Service permanent workforce, lower than the OPWF of 0.22 percent (Gap—0.05 percent) <p><u>Participation of Two or More Races in the Permanent Workforce</u></p> <p>Overall Permanent Workforce</p> <ul style="list-style-type: none"> • Two or More Races Males accounted for 0.20 percent of the Agency’s overall permanent workforce, lower than the CLF of 1.05 percent (Gap—0.85 percent) • Two or More Races Females accounted for 0.59 percent of the Agency’s permanent workforce, lower than the CLF of 1.05 percent (Gap—0.46 percent) <p>Permanent CS</p> <ul style="list-style-type: none"> • Two or More Races Males accounted for 0.17 percent of the Agency’s overall Civil Service permanent workforce, lower than the OPWF percent of 0.20 percent (Gap—0.03 percent). <p>Permanent FS</p> <ul style="list-style-type: none"> • Two or More Races Females accounted for 0.55 percent of the Agency’s Foreign Service permanent workforce, lower than the OPWF of 0.59 percent (Gap—0.04 percent)
Complaint Data	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%) Appointment/Hire and one (25%) Promotion/Non-Selection.



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%). • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
Grievance Data	Yes	<p><u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level</p> <p><u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p> <p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the United States Government.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p> <p>One white female filed a grievance over her denial of entitlement to a TIC extension.</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u></p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<p>118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u></p> <p>1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u></p> <p>233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u></p> <p>209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal
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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>accomplishment (gap - 2.8%)</p> <ul style="list-style-type: none"> ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separations.</p>
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	N/A	

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<u>Key Findings</u>
<p>Overall Permanent Workforce</p> <ul style="list-style-type: none"> There has been little to no change (>1% year-over-year (YOY)) in the workforce demographic composition of gender, race/ethnicity and disability status. The workforce composition, however, saw a slight increase in headcount between FY19 and FY20 <p>CS Permanent Workforce</p> <ul style="list-style-type: none"> There has been little to no change (>1% YOY) in the workforce demographic composition of gender, race/ethnicity and disability status. <p>FS Permanent Workforce</p> <ul style="list-style-type: none"> There has been little to no change (>1% YOY) in the workforce demographic composition of gender, race/ethnicity and disability status. The workforce composition of Black/African Americans in the Foreign Service is lower than in the total USAID workforce composition. <p>In addition, the Agency must conduct further analysis to identify additional barriers or policies that may adversely affect group representation within the Agency for this Trigger.</p>

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.	09/30/2020	09/30/2021	Yes	09/30/2022	
Conduct a barrier analysis to determine whether an agency policy,	09/30/2020	09/30/2021	Yes		9/30/2021



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

practice, or procedure is creating a barrier for all identified groups in this trigger					
Increase the pool of diverse applicants for external vacancy announcements.	09/30/2020	09/30/2021	Yes	09/30/2022	

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, Acting Chief Human Capital Officer (CHCO), HCTM	Peter Malnak	Yes
HCTM, Human Capital Service Center	Kimberly Gunza	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.	09/30/2022	
09/30/2021	Prepare a barrier analysis findings report.		09/30/2021
09/30/2021	Collaborate with internal agency stakeholders to develop an agency Barrier Analysis Action Plan.	09/30/2022	
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.	09/30/2022	
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.	09/30/2022	
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.	09/30/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	The Agency conducted a thorough analysis of this trigger.

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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.
EEO Group(s) Affected by Trigger		
Hispanic or Latino Males and Females		
Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>Participation Rate of Hispanics in Mission Critical Occupations CS Miscellaneous Administration and Program (0301 Series)</p> <ul style="list-style-type: none"> ● The total participation rate of Hispanic or Latino males in the 0301 series (1.28 percent) is lower than the OCLF of 2.80 percent (1.52 percent gap) <ul style="list-style-type: none"> ○ Hispanic or Latino males accounted for 6.73 percent of applicants who elected to identify. There were 6.71 percent of qualified candidates. There were 0 percent Hispanic or Latino Males selected for this Mission Critical Occupation. ● The total participation rate of Hispanic or Latino Females in the 0301 series (2.98 percent) is lower than the OCLF of 5.80 percent (2.82 percent gap). <ul style="list-style-type: none"> ○ Hispanic or Latino females accounted for 8.16 percent of applicants who elected to identify. They were 8.16 percent of qualified candidates. There were 2.33 percent of Hispanic or Latino Females selected for this Mission-Critical Occupation (5.83 percent gap) <p>CS Program Management (0340 Series)</p> <ul style="list-style-type: none"> ● The participation rate of Hispanic or Latino males in the 0340 series (0 percent) is lower than the OCLF of 2.80 percent. <ul style="list-style-type: none"> ○ Hispanic or Latino males accounted for 0 percent of applicants who elected to identify. They were 0 percent of qualified candidates. There were no selections for Hispanic or Latino males. ● The participation rate of Hispanic or Latino Females in the 0340 series (0 percent) is lower than the OCLF of 5.80 percent <ul style="list-style-type: none"> ○ Hispanic or Latino females accounted for 0 percent of applicants who elected to identify. They were 0 percent of qualified candidates. There were no selections for Hispanic or Latino females CS Program Management (0340 Series). <p>CS Administrative Officer (0341 Series)</p> <ul style="list-style-type: none"> ● The participation rate of Hispanic or Latino Females in the 0341 series 0 is lower than the OCLF of 5.80 percent <ul style="list-style-type: none"> ○ Hispanic or Latino females accounted for 5.29 percent of applicants who elected to identify. They were 5.39 percent of qualified candidates. There were 8.33 percent of Hispanic or Latino Females selected for this Mission-Critical Occupation (2.94 percent gap) <p>CS Management and Program Analysis Series (0343 Series)</p> <ul style="list-style-type: none"> ● The participation rate of Hispanic or Latino males in the 0343 series (1.25 percent) is lower than the OCLF of 2.40 percent (1.55 percent gap). <ul style="list-style-type: none"> ○ 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).

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>o 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).</p> <p>CS Auditing (0511 Series)</p> <ul style="list-style-type: none"> • The participation rate of Hispanic or Latino males in the 0511 series (0 percent) is lower than the OCLF of 2.20 percent. <p>o 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.</p> <ul style="list-style-type: none"> • 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) <p>o 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).</p> <p>CS Public Health Program Specialist Series (0685 Series)</p> <ul style="list-style-type: none"> • 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. <p>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)</p> <p>CS Contracting (1102 Series)</p> <ul style="list-style-type: none"> • 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). <p>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.</p> <p>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).</p>
Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%) Appointment/Hire and one (25%) Promotion/Non-Selection. • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%). • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
Grievance	Yes	<u>American Federation of Government Employees (AFGE)</u> (Civil Service employees)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

<p>Data (Trends)</p>		<p>AFGE resolved all grievances at the first level <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p> <p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p> <p>One white female filed a grievance over her denial of entitlement to a TIC extension.</p>
<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>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<p>and skills necessary to accomplish organizational goals (gap - 10.4%)</p> <ul style="list-style-type: none"> ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%)
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U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related <u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews		<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were: <ul style="list-style-type: none"> Understand leadership perspective on DEIA throughout the Agency and in their own work Determine how leaders prioritize and communicate DEIA in their spaces </p> <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>
Reports		



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

(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)
Yes	No

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<u>Key Findings</u>
There has been little to no change (>1% YOY) in the workforce demographic composition in race/ethnicity and gender for Mission Critical Occupations (0301, 0340, 0343, 0511, 0685, 1102).
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: <ul style="list-style-type: none"> • 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. • FEVS data also indicated that in general, Hispanics tend to have a slightly lower favorability toward the perception 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	09/30/2022	Yes		

Responsible Official(s)

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

HCTM, Foreign Service Center	Alyssa Leggoe	Yes
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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.	09/30/22	
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	09/30/22	
09/30/2021	Prepare a barrier analysis findings report.		09/30/21
09/30/2021	Collaborate with internal agency stakeholders to develop an agency Barrier Analysis Action Plan.	09/30/22	
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.	09/30/22	
9/30/2021	Develop a strategic recruitment plan.	09/30/22	
9/30/2021	Train hiring managers on their outreach, recruitment, and hiring responsibilities according to the strategic recruitment plan.	09/30/22	
09/30/2021	Assign HEPM to perform full-time duties.	09/30/22	
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.	09/30/22	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	USAID has drafted an Outreach and Strategic Recruitment Plan that is currently in the review stage.
2021	The agency conducted a thorough barrier analysis.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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 - CS	Lower than expected participation of select minority groups in Senior Staff levels, grades GS-13 through GS-15, and SES.

EEO Group(s) Affected by Trigger

All Women (SES)
Hispanic or Latino Males (GS - 15, SES)
Hispanic or Latino Females (GS-15, SES)
White Females (GS-13)
Black or African American Males (GS-15, SES)
Black or African American Females (GS-14, 15, SES)
Asian Males (GS-13, 15, SES)
Asian Females (GS-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-15)
Two or More Races Males (GS-14, SES)
Two or More Races Females (GS - 14, 15, SES)

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>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.</p> <ul style="list-style-type: none"> • Females at SES = 43.26% (GAP 11.83) • Females Permanent Workforce = 55.09% • Hispanic/Latino Males at GS-15 = 2.32% (GAP 0.74) • Hispanic/Latino Males at SES = 2.43% (GAP 0.63) • Hispanic/Latino Males Permanent Workforce = 3.06% • Hispanic/Latino Females at GS-15 = 3.47% (GAP 0.13)



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> • Hispanic/Latino Females at SES = 1.50% (GAP 2.1) Hispanic/Latino Females Permanent Workforce = 3.60% • White Females at GS-13 = 25.86% (GAP 3.76) White Females Permanent Workforce = 29.62 • Black/African American Males at GS-15 = 6.51% (GAP 0.94) • Black/African American Males at SES = 5.24% (GAP 2.21) Black/African American Males Permanent Workforce = 7.45% • Black/African American Females at GS-14 = 13.60% (GAP 1.63) • Black/African American Females at GS-15 = 10.13% (GAP 5.10) • Black/African American Females at SES = 6.74% (GAP 8.49) Black/African American Females Permanent Workforce = 15.23% • Asian Males at GS-13 = 3.69% (GAP 0.19) • Asian Males at GS-15 = 3.47% (GAP 0.41) • Asian Males at SES = 3.37% (GAP 0.51) Asian Males Permanent Workforce = 3.88% • Asian Females at GS-14 = 5.65% (GAP 0.08) • Asian Females at SES = 3.93% (GAP 1.80) Asian Females Permanent Workforce = 5.73% • AIAN Males at GS-15 = 0.00% • AIAN Males at SES = 0.00% AIAN Males Permanent Workforce = 0.17% • AIAN Females at GS-14 = 0.19% (GAP 0.03) AIAN Females Permanent Workforce = 0.22% There are no NHOPI Males represented in USAID’s CS Workforce • NHOPI Females at GS-14 = 0.00% • NHOPI Females at GS-15 = 0.00% • NHOPI Females at SES = 0.00% NHOPI Females Permanent Workforce = 0.08% • Two or More Races Males at GS-14 = 0.10% (GAP 0.10) • Two or More Races Males at SES = 0.00% Two or More Races Males Permanent Workforce = 0.20% • Two or More Races Females at GS-15 = 0.14% (GAP 0.45) • Two or More Races Females at SES = 0.00% Two or More Races Females Permanent Workforce = 0.59%
Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%) Appointment/Hire and one (25%) Promotion/Non-Selection. • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%).

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
Grievance Data (Trends)		<p><u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level</p> <p><u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p> <p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p> <p>One white female filed a grievance over her denial of entitlement to a TIC extension.</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal
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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>accomplishment (gap - 2.8%)</p> <ul style="list-style-type: none"> ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis</p> <p>FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey.</p> <p><u>The top five reasons surveyed employees left the agency:</u></p> <p>Voluntary Separation Career Related Other Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u></p> <p>Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p><u>Leadership Interviews/Briefings</u></p> <p>The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance.</p> <p>The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>work</p> <ul style="list-style-type: none"> • Determine how leaders prioritize and communicate DEIA in their spaces <p><u>Process Interviews</u></p> <p>The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p><u>Key Findings</u></p> <ul style="list-style-type: none"> • Women have accounted for over half of the proportion of the total USAID workforce. However, at the SES level, Men have accounted for over half of the proportion of SES employees YOY. • The proportion of Whites at the SES level has been at least 5% higher than their total workforce composition YOY (68%, 66%, and 70%, respectively). <p>In addition, the Agency must conduct further analysis to identify additional barriers or policies that may adversely affect Group representation within the Agency for this Trigger.</p>

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	9/30/22	
Address underrepresentation in the SES workforce for all identified groups in this trigger.	09/30/2020	09/30/2021	Yes	9/30/22	
Expand on knowledge and best practices associated with an agency's barrier analysis process	09/30/2020	09/30/2021	Yes	9/30/22	
Collaborate with Stakeholders on	09/30/2020	09/30/2021	Yes	9/30/22	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

strategies to employ for mitigating barriers and increasing minority representation in applicant pools.					
Increase components' understanding of workforce underrepresentation and trends.	09/30/2020	09/30/2021	Yes	9/30/22	
Increase the pool of diverse applicants for higher graded external vacancy announcements	09/30/2020	09/30/2021	Yes	9/30/22	
Increase employee awareness of promotional opportunities for higher-graded positions.	09/30/2020	09/30/2021	Yes	9/30/22	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martínez	Yes
HCTM, Acting Chief Human Capital Officer (CHCO)	Peter Malnak	Yes
HCTM, Human Capital Service Center	Kimberly Gunza	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.	9/30/22	
09/30/2021	Prepare a barrier analysis findings report.	9/30/22	
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.	9/30/22	
09/30/2021	Explore methods for improving minority representation utilizing the Diversity & Inclusion FY 2021 Outreach and Strategic Recruitment Framework.	9/30/22	
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.	9/30/22	
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.	9/30/22	
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.	9/30/22	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

09/30/2021	Provide EEO data to Administrator level components to improve executives' understanding of minority representation in the workforce.	9/30/22	
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 the applicant pool for future SES vacancies within the agency.	9/30/22	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	The agency conducted a thorough barrier analysis

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-FS	Lower than expected participation of select minority groups in Foreign Service positions grades FS-06 through the FS Executive level

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>Reviewed Table A4 to compare the participation rates at the FS-06 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.</p> <ul style="list-style-type: none"> • Females at FS-02 = 48.89% (GAP 6.20) • Females at FS-01 = 45.45% (GAP 9.64) • Females at FS Exec. = 49.24% (GAP 5.85) <p>Females Permanent Workforce = 55.09%</p> <ul style="list-style-type: none"> • Hispanic/Latino Males at FS-06 = 0.00% • Hispanic/Latino Males at FS-04 = 2.21% (GAP 0.85) • Hispanic/Latino Males at FS-01 = 2.56% (GAP 0.50) • Hispanic/Latino Males at FS Exec. = 3.03% (GAP 0.03) <p>Hispanic/Latino Males Permanent Workforce = 3.06%</p> <ul style="list-style-type: none"> • Hispanic/Latino Females at FS-02 = 2.88% (GAP 0.72) • Hispanic/Latino Females at FS-01 = 2.10% (GAP 1.50) • Hispanic/Latino Females at FS Exec. = 0.76% (GAP 2.84) <p>Hispanic/Latino Females Permanent Workforce = 3.60%</p> <ul style="list-style-type: none"> • White Females at FS-06 = 20.00% (GAP 9.62) • White Females at FS-04 = 24.31% (GAP 5.31) • White Females at FS-03 = 29.52% (GAP 0.10) <p>White Females Permanent Workforce = 29.62%</p> <ul style="list-style-type: none"> • Black/African American Males at FS-06 = 0.00% • Black/African American Males at FS-01 = 3.50% (GAP 3.95) • Black/African American Males at FS Exec. = 4.55% (GAP 2.90) <p>Black/African American Males Permanent Workforce = 7.45%</p> <ul style="list-style-type: none"> • Black/African American Females at FS-06 = 0.00% • Black/African American Females at FS-02 = 6.42% (GAP 8.81) • Black/African American Females at FS-01 = 7.46% (GAP 7.77) • Black/African American Females at FS Exec. = 4.55% (GAP 10.68) <p>Black/African American Females Permanent Workforce = 15.23%</p> <ul style="list-style-type: none"> • Asian Males at FS-03 = 2.77% (GAP 1.11) • Asian Males at FS-01 = 3.03% (GAP 0.85) • Asian Males at FS Exec. = 0.76% (GAP 3.12) <p>Asian Males Permanent Workforce = 3.88%</p> <ul style="list-style-type: none"> • Asian Females at FS-05 = 4.11% (GAP 1.62) • Asian Females at FS-01 = 4.07% (GAP 1.66) • Asian Females at FS Exec. = 4.55% (GAP 1.18) <p>Asian Females Permanent Workforce = 5.73%</p> <p>No NHOPI Males are represented in the FS Permanent Workforce</p> <ul style="list-style-type: none"> • NHOPI Females at FS-06 = 0.00% • NHOPI Females at FS-03 = 0.00% • NHOPI Females at FS-02 = 0.00% • NHOPI Females at FS-01 = 0.00%



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>NHOPI Females Permanent Workforce = 0.08%</p> <ul style="list-style-type: none"> • AIAN Males at FS-06 = 0.00% • AIAN Males at FS-05 = 0.00% • AIAN Males at FS-01 = 0.00% • AIAN Males at FS Exec. = 0.00% <p>AIAN Males Permanent Workforce = 0.17%</p> <ul style="list-style-type: none"> • AIAN Females at FS-06 = 0.00% • AIAN Females at FS-05 = 0.00% • AIAN Females at FS-04 = 0.00% • AIAN Females at FS-02 = 0.00% • AIAN Females at FS Exec. = 0.00% <p>AIAN Females Permanent Workforce = 0.22%</p> <ul style="list-style-type: none"> • Two or More Races Males at FS-06 = 0.00% • Two or More Races Males at FS-05 = 0.00% • Two or More Races Males at FS-03 = 0.00% • Two or More Races Males at FS Exec. = 0.00% <p>Two or More Races Males Permanent Workforce = 0.20%</p> <ul style="list-style-type: none"> • Two or More Races Females at FS-06 = 0.00% • Two or More Races Females at FS-01 = 0.00% • Two or More Races Females at FS Exec. = 0.00% <p>Two or More Races Females Permanent Workforce = 0.59%</p>
Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%) Appointment/Hire and one (25%) Promotion/Non-Selection. • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%). • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
Grievance Data (Trends)	Yes	<p><u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p> <p>One white female filed a grievance over her denial of entitlement to a TIC extension.</p>
<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>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
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U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related <u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p><u>Leadership Interviews/Briefings</u> The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were: • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces</p> <p><u>Process Interviews</u> The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other		



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

(Please Describe)		
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Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p><u>Key Findings</u></p> <ul style="list-style-type: none"> The proportion of Whites at the SFS level has been almost 20% higher than their total workforce composition YOY. 84%, 81%, and 80% respectively. <p>In addition, the Agency must conduct further analysis to identify additional barriers or policies that may adversely affect Group representation within the Agency for this Trigger.</p>

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		09/30/21
Address underrepresentation in the FS grade levels and FS Exec. workforce for all identified groups in this trigger.	09/30/2020	09/30/2021	Yes	09/30/22	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martínez	Yes
HCTM, Acting Chief Human Capital Officer (CHCO)	Peter Malnak	Yes
HCTM, Human Capital Service Center	Kimberly Gunza	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.	09/30/22	
09/30/2021	Prepare a barrier analysis findings report.		09/30/21



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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.	09/30/22	
09/30/2021	Explore methods for improving minority representation utilizing the Diversity & Inclusion FY 2021 Outreach and Strategic Recruitment Framework.	09/30/22	
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.	09/30/22	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	The agency conducted a thorough barrier analysis

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

Total Females

Black or African American Females

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	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 Total Females and Black/African American Females groups <ul style="list-style-type: none"> • Total Females "Removal" Rate = 80.0% There were a total of 5 employee removals in fiscal year 2021. Total Females Permanent Workforce = 55.09% • Black/African American Females "Removal" Rate = 60.0% There were a total of 5 employee removals in fiscal year 2021. Black/African American Females accounted for over half of all removals from the agency. Black African American Females Permanent Workforce = 15.23%
Complaint Data (Trends)	Yes	FY 2021 462 Report data shows EEO complaint issues of EEO groups: <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%)



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>Appointment/Hire and one (25%) Promotion/Non-Selection.</p> <ul style="list-style-type: none"> • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%). • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
Grievance Data (Trends)	Yes	<p><u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level</p> <p><u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p> <p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p> <p>One white female filed a grievance over her denial of entitlement to a TIC extension.</p>
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</p> <p>Various groups within the Agency who responded to the FEVS had perceptions about the</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<p>Agency that differed (2 percent or greater) from the Agency’s overall average. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%)
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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants. The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p><u>Key Findings</u></p> <ul style="list-style-type: none"> • There has been a steady decrease in attrition for Women during FY 18 and FY 20. • Black/African American, Hispanic, and White employees saw an increase in attrition during FY 19 and FY 20. • Black/African American Females accounted for 60% of Total Permanent Removals <p>In addition, the Agency must conduct further analysis to identify additional barriers or policies that may adversely affect Group representation within the Agency for this Trigger.</p>

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		9/30/21

Responsible Official(s)

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

HCTM, Acting Chief Human Capital Officer (CHCO)	Peter Malnak	Yes
HCTM, Human Capital Service Center	Kimberly Gunza	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Modified Date	Completion Date
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.	09/30/22	
09/30/2021	Engage agency stakeholders to investigate triggers, determine if barriers exist, and identify root causes as applicable.	09/30/22	
09/30/2021	Prepare a findings report.		09/30/21
09/30/2021	Engage agency stakeholders to develop an Action Plan for this trigger.	09/30/22	
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.	09/30/22	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	The agency conducted a thorough barrier analysis

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-7	Lower than expected internal competitive promotions of select minority groups in Senior Grade levels.

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

**U.S. Agency for International Development (USAID)
 Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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 the permanent workforce grade data.</p> <p>There were 8 internal competitive promotions for the GS-13 grade level and 43 promotions at the GS-14 grade level. There were 36 internal competitive promotions for the GS-15 grade level and one for the SES or Equivalent. Listed below, are the EEO groups with low participation rates for Senior Grade Levels:</p> <ul style="list-style-type: none"> • Hispanic/Latino Males GS-13 Internal Selection Rate = 0.0% • Hispanic/Latino Males GS-14 Internal Selection Rate = 2.33% • Hispanic/Latino Males GS-15 Internal Selection Rate = 0.0% • Hispanic/Latino Males SES Internal Selection Rate = 0.0% <p>Hispanic/Latino Males</p> <ul style="list-style-type: none"> • Hispanic/Latino Females GS-13 Internal Selection Rate = 0.0% • Hispanic/Latino Females GS-15 Internal Selection Rate = 2.78% • Hispanic/Latino Females SES Internal Selection Rate = 0.0% <p>Hispanic/Latino Females</p> <ul style="list-style-type: none"> • Black/African American Males GS-13 Internal Selection Rate = 25.0% • Black/African American Males GS-14 Internal Selection Rate = 27.91% • Black/African American Males SES Internal Selection Rate = 0% <p>Black/African American Males</p> <ul style="list-style-type: none"> • Black/African American Females GS-13 Internal Selection Rate = 0.0% • Black/African American Females SES Internal Selection Rate = 0% <p>Black/African American Females</p> <ul style="list-style-type: none"> • Asian Males GS-13 Internal Selection Rate = 0.0% • Asian Males GS-15 Internal Selection Rate = 0.0% • Asian Males SES Internal Selection Rate = 0.0% <p>Asian Males</p> <ul style="list-style-type: none"> • Asian Females GS-13 Internal Selection Rate = 0.0% • Asian Females GS-14 Internal Selection Rate = 4.65 • Asian Females GS-15 Internal Selection Rate = 5.56 • Asian Females SES Internal Selection Rate = 0.0% <p>Asian Females</p> <ul style="list-style-type: none"> • Native Hawaiian Pacific Islander Females GS-14 Internal Selection Rate = 0.0% • Native Hawaiian Pacific Islander Females GS-15 Internal Selection Rate = 0.0% • Native Hawaiian Pacific Islander Females SES Internal Selection Rate = 0.0% <p>Native Hawaiian Pacific Islander Females</p> <ul style="list-style-type: none"> • American Indian Alaska Native Females GS-13 Internal Selection Rate = 0.0% • American Indian Alaska Native Females GS-15 Internal Selection Rate = 0.0% • American Indian Alaska Native Females SES Internal Selection Rate = 0.0% <p>American Indian Alaska Native Females</p> <ul style="list-style-type: none"> • Two or More Race Females GS-14 Internal Selection Rate = 0.00% • Two or More Race Females GS-15 Internal Selection Rate = 0.00% • Two or More Race Females SES Internal Selection Rate = 0.00% <p>Two or More Race Females</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>No Internal Selections for the following: NHOPI Males, American Indian Alaska Native Males, Two or More Races Male</p> <p>Applicant Flow Data is not available for Foreign Service Applicants</p>
Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%) Appointment/Hire and one (25%) Promotion/Non-Selection. • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%). • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
Grievance Data (Trends)	Yes	<p><u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level</p> <p><u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p> <p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p> <p>One white female filed a grievance over her denial of entitlement to a TIC extension.</p>
Findings from Decisions (e.g., EEO,	No	

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Grievance, MSPB, Anti-Harassment Processes)		
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus	Yes	The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Groups		<p>The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<p><u>Key Findings</u></p> <ul style="list-style-type: none"> • There has been a decrease in the proportion of promotions for Women between FY 18 and FY 20. Additionally, between FY 19 and FY 20 there has been a 4% decrease in promotions for PWD. • 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	10/31/2019	09/30/2022	Yes		



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

hiring rate for the EEO Groups identified in this trigger					
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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martinez	Yes
HCTM, Acting Chief Human Capital Officer (CHCO)	Peter Malnak	Yes
HCTM, Human Capital Service Center	Kimberly Gunza	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.	09/30/2022	
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.	09/30/2022	
09/30/2020	Increase understanding among hiring managers for considering workforce diversity in senior grades when making selection decisions	09/30/2022	

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		
Asian Males		
Asian Females		
Native Hawaiian or Other Pacific Islander Males		



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Native Hawaiian or Other Pacific Islander Females
American Indian or Alaska Native Males
American Indian or Alaska Native Females
Two or More Races Males
Two or More Races Females

Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
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 to the Permanent Workforce</p> <p>There were 153 New Hires for the GS-13 or Equivalent grade level and 63 New Hires at the GS-14 or Equivalent grade level. There were 38 New Hires for the GS-15 or Equivalent grade level and 10 New hires for the SES level or Equivalent. Listed below, are the EEO groups with low participation rates for Senior Grade Levels:</p> <ul style="list-style-type: none"> • Hispanic Males GS-13 or Equivalent External Selection Rate = 2.61 • Hispanic Males SES or Equivalent External Selection Rate = 0.0% <p>Hispanic Males</p> <ul style="list-style-type: none"> • Hispanic Females GS-15 or Equivalent External Selection Rate = 0.0% • Hispanic Females SES or Equivalent External Selection Rate = 0.0% <p>Hispanic Females</p> <ul style="list-style-type: none"> • Asian Males GS-13 or Equivalent External Selection Rate = 1.96% • Asian Males GS-14 or Equivalent External Selection Rate = 1.59% <p>Asian Males</p> <ul style="list-style-type: none"> • Asian Females GS-14 or Equivalent External Selection Rate = 1.59% <p>Asian Females</p> <ul style="list-style-type: none"> • NHOPI Females GS-14 or Equivalent External Selection Rate = 0.0% • NHOPI Females GS-15 or Equivalent External Selection Rate = 0.0% • NHOPI Females SES or Equivalent External Selection Rate = 0.0% <p>NHOPI Females</p> <ul style="list-style-type: none"> • AIAN Males GS-14 or Equivalent External Selection Rate = 0.0% • AIAN Males GS-15 or Equivalent External Selection Rate = 0.0% • AIAN Males SES or Equivalent External Selection Rate = 0.0% <p>AIAN Males</p> <ul style="list-style-type: none"> • AIAN Females GS-15 or Equivalent External Selection Rate = 0.0% • AIAN Females SES or Equivalent External Selection Rate = 0.0% <p>AIAN Females</p> <ul style="list-style-type: none"> • Two or More Races Males GS-14 or Equivalent External Selection Rate = 0.0% • Two or More Races Males GS-15 or Equivalent External Selection Rate = 0.0%



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> • Two or More Races Males SES or Equivalent External Selection Rate = 0.0% <p>Two or More Races Males</p> <ul style="list-style-type: none"> • Two or More Races Females GS-15 or Equivalent External Selection Rate = 0.0% • Two or More Races Females SES or Equivalent External Selection Rate = 0.0% <p>Two or More Races Females</p> <p>The EEO Groups below were not selected for New Hire positions at the Senior Grade Levels: NHOPM Males</p>
Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%) Appointment/Hire and one (25%) Promotion/Non-Selection. • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%). • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
Grievance Data (Trends)	Yes	<p><u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level</p> <p><u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p> <p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related <u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent</p>



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants. The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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, Acting Chief Human Capital Officer (CHCO)	Peter Malnak	Yes
HCTM, Human Capital Service Center	Kimberly Gunza	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 New Hires at the Senior Grade Level.	09/30/2021	
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
2021	

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.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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		
Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	<p>Permanent Overall Attrition rates were higher compared to the permanent workforce for the following EEO Groups:</p> <p>Overall Permanent Total Separations</p> <ul style="list-style-type: none"> • 11.93 percent of the Agency’s Total Separations were Black or African American Males, higher than the Agency’s overall permanent workforce percentage of 7.45% percent (gap: 4.48%) • 18.75 percent of the Agency’s Total Separations were Black or African American Females, higher than the Agency’s overall permanent workforce percentage of 7.45% percent (gap: 4.48%) • 0.57 percent of the Agency’s Total Separations were Native Hawaiian or Pacific Islander Females, higher than the Agency’s overall permanent workforce percentage of 0.08 percent (gap: 0.49%) • 0.57 percent of the Agency’s Total Separation were American Indian or Alaska Native Females, higher than the Agency’s overall permanent workforce percentage of 0.22 percent (gap: 0.35%) <p>While there were not triggers for every group compared to their respective overall workforce benchmarks, the Agency will continue to monitor all groups for potential trends.</p> <p>Resignations</p> <ul style="list-style-type: none"> • 7.69 percent of the Agency Resignations were Hispanic or Latino Females, higher than the Agency’s overall permanent workforce percentage of 3.60 percent (gap: 4.09%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<ul style="list-style-type: none"> ● 10.26 percent of the Agency’s Resignations were Black or African American Males, higher than the Agency’s overall permanent workforce percentage of 7.45 percent (gap: 2.81%) ● 7.69 percent of the Agency’s Resignations were Asian Females, higher than the Agency’s overall permanent workforce percentage of 5.73 percent (gap: 1.96%) ● 0.22 percent of the Agency’s Resignations were Two or More Race Males, higher than the Agency’s overall permanent workforce percentage of 0.20 percent (gap: 0.02%) <p>While there were not triggers for every group compared to their respective total workforce benchmarks, the Agency will continue to monitor all groups for potential trends.</p> <p><u>Retirements</u></p> <ul style="list-style-type: none"> ● 10.53 percent of all Agency retirements were Black or African American Males, compared to their total workforce percentage of 7.45 percent (Gap—3.08 percent). ● 1.32 percent of all Agency retirements were Native Hawaiian or Other Pacific Islander Females, compared to their total workforce percentage of 0.08 percent (Gap—1.24 percent). <p>While there were not triggers for every group compared to their respective total workforce benchmarks, the Agency will continue to monitor all groups for potential trends.</p> <p><u>Other Separations</u></p> <ul style="list-style-type: none"> ● 3.57 percent of all Agency other separations were Hispanic Males, compared to their total workforce percentage of 3.06 percent (Gap—0.51 percent). ● 14.29 percent of all Agency other separations were Black Males, compared to their total workforce percentage of 7.45 percent (Gap—6.84 percent) ● 26.79 percent of all Agency other separations were Black Females, compared to their total workforce percentage of 15.23 percent (Gap—11.56 percent) ● 1.79 percent of all Agency other separations were American Indian or Alaska Native Females, compared to their total workforce percentage of 0.22 percent (Gap—1.57 percent). <p>While there were not triggers for every group compared to their respective total workforce benchmarks, the Agency will continue to monitor all groups for potential trends.</p> <p><u>CS Permanent Workforce</u></p> <p>Attrition rates for Civil Service were higher compared to the permanent workforce for the following groups:</p> <p><u>Overall CS Separations</u></p> <ul style="list-style-type: none"> ● 3.48 percent of the Agency’s CS Separations were Hispanic or Latino Males, higher than their permanent workforce percentage of 3.06 percent (gap: 0.42%) ● 15.65 percent of the Agency’s CS Separations were Black or African American Males, higher than their permanent workforce percentage of 7.45 percent (gap: 8.20%) ● 25.22 percent of the Agency’s CS Separations were Black or African American Females, higher than their permanent workforce percentage of 15.23 percent (gap: 9.99%) <p>While there were not triggers for every group compared to their respective total workforce benchmarks, the Agency will continue to monitor all groups for potential trends.</p> <p><u>CS Resignations</u></p> <ul style="list-style-type: none"> ● 4.55 percent of the Agency’s CS Resignations were Hispanic or Latino Males, higher than their permanent workforce percentage of 3.06 percent (gap: 1.49%) ● 4.55 percent of the Agency’s CS Resignations were Hispanic or Latino Females, higher than their permanent workforce percentage of 3.60 percent (gap: 0.95%) <p><u>CS Retirements</u></p> <ul style="list-style-type: none"> ● 15.79 percent of all Agency CS retirements were Black or African American Males, compared to their total workforce percentage of 7.45 percent (Gap—8.34 percent) ● 21.05 percent of all Agency CS retirements were Black or African American Females,
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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>compared to their total workforce percentage of 15.73 percent (Gap—5.32 percent)</p> <p>CS Other Separations</p> <ul style="list-style-type: none"> ● 4.00 percent of all Agency CS other separations were Hispanic Males, compared to their total workforce percentage of 3.06 percent (Gap—0.94 percent). ● 16.00 percent of all Agency CS other separations were Black Males, compared to their total workforce percentage of 7.45 percent (Gap—8.55 percent) ● 28.00 percent of all Agency CS other separations were Black Females, compared to their total workforce percentage of 15.23 percent (Gap—12.77 percent) ● 4.00 percent of all Agency CS other separations were Asian Males, compared to their total workforce percentage of 3.88 percent (Gap—0.12 percent) ● 6.00 percent of all Agency CS other separations were Asian Females, compared to their total workforce percentage of 5.73 percent (Gap—0.27 percent) ● 2.00 percent of all Agency CS other separations were American Indian or Alaska Native Females, compared to their total workforce percentage of 0.22 percent (Gap—1.78 percent). <p>Overall FS Separations</p> <ul style="list-style-type: none"> ● Total Females accounted for 64.71 percent of the Agency’s Total FS Separations, higher than their permanent workforce percentage of 55.09 percent (gap: 9.62%) ● 11.93 percent of the Agency’s Total FS Separations were Black or African American Males, higher than their permanent workforce percentage of 7.45 percent (gap: 4.48%) ● 18.75 percent of the Agency’s Total FS Separations were Black or African American Females, higher than their permanent workforce percentage of 15.23 percent (gap: 3.52%) ● 0.57 percent of the Agency’s FS Total Separations were Native Hawaiian or Pacific Islander Females, higher than their permanent workforce percentage of 0.08 percent (gap: 0.49%) ● 0.57 percent of the Agency’s FS Total Separations were American Indian Alaska Native Females, higher than their permanent workforce percentage of 0.22 percent (gap: 0.35%) <p>FS Resignations</p> <ul style="list-style-type: none"> ● 11.76 percent of the Agency’s FS Resignations were Hispanic or Latino Females, higher than their permanent workforce percentage of 3.60 percent (gap: 8.16%) ● 35.29 percent of the Agency’s FS Resignations were White Females, higher than their permanent workforce percentage of 29.62 percent (gap: 5.67%) ● 11.76 percent of the Agency’s FS Resignations were Asian Females, higher than their permanent workforce percentage of 5.73 percent (gap: 6.03%) <p>FS Retirements</p> <ul style="list-style-type: none"> ● 33.33 percent of all Agency CS retirements were Black or African American Females, compared to their total workforce percentage of 29.62 percent (Gap—3.71 percent) ● 16.67 percent of all Agency FS retirements were Black or African American Females, compared to their total workforce percentage of 15.73 percent (Gap—0.94 percent) <p>FS Other Separations</p> <ul style="list-style-type: none"> ● 6.56 percent of all Agency FS other separations were Hispanic Males, compared to their total workforce percentage of 3.06 percent (Gap—3.50 percent). ● 32.79 percent of all Agency FS other separations were White Females, compared to their total workforce percentage of 29.62 percent (Gap—3.17 percent). ● 1.64 percent of all Agency FS other separations were Native Hawaiian or Other Pacific Islander Females, compared to their total workforce percentage of 0.08 percent (Gap—1.56 percent).
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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

<p>Complaint Data (Trends)</p>	<p>Yes</p>	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> • 9 complaints filed with Race (Black/African American) as a bases. Within those 8 complaints filed, the top three issues were: Promotion/Non-Selection (5 at 55.55%), Terms/Conditions of Employment (4 at 44.44%), and Assignment of Duties (2 at 22.22%) • Three complaints filed with Race (Asian) as a bases. The issues are two (75%) Appointment/Hire and one (25%) Promotion/Non-Selection. • 13 complaints filed with Sex as a bases. Within those 13 complaints; Three Male: Evaluation/Appraisal (7.69%), Promotion/Non-Selection (7.69%), Terms/Conditions of Employment (7.69%). Six Female: Promotion/Non-Selection (4 at 30.76%), Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%). LGBTQ: four (4) Appointment/Hire (1 at 7.69%), Assignment of duties (1 at 7.69%), Promotion/Non-Selection (1 at 7.69%), Terms/Conditions of Employment (1 at 7.69%). • Seven complaints filed with National Origin (Other) as a bases. Within those seven (7) complaints filed the top three issues involved were: Harassment (non-sexual) (1 at 14.28%), Promotions/Non-Selection (2 at 28.57%), and Time and Attendance (1 at 14.28%). • Ten complaints filed with Age as a bases. Within those ten complaints filed the top three issues involved were: Appointment/Hire (3 at 30%), Assignment of duties (1 at 10%), Evaluation/Appraisal (3 at 30%)
<p>Grievance Data (Trends)</p>	<p>Yes</p>	<p><u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific:</p> <p>One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning.</p> <p>One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files.</p> <p>One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.</p> <p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments.</p> <p>One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment.</p> <p>One white female filed a grievance over her denial of entitlement to a TIC extension.</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u></p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u></p> <p>209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis</p> <p>FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey.</p> <p><u>The top five reasons surveyed employees left the agency:</u></p> <p>Voluntary Separation Career Related Other Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u></p> <p>Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent</p>



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent
Focus Groups	Yes	The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows: Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10) The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.
Interviews	Yes	Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were: <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants. The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)		

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
<u>Key Findings</u>
CS <ul style="list-style-type: none"> • There has been a decrease in the number of employees who have left the organization since FY 18. in the CS • There has been an increase in attrition for people with disabilities in the CS. • Women YOY have made up more than half of employee attrition in the CS. Further analysis is required to determine



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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.

FS

- There has been a decrease in the number of employees who have left the organization since FY 18 for Black/African American and White employees. However, there has been an increase in attrition for Asian and Hispanic employees. In addition, the Agency must conduct further analysis to identify additional barriers or policies that may adversely affect Group representation within the Agency for this Trigger.
- There has been an increase in attrition for PWD

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 permanent workforce	10/31/2019	09/30/2022	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
OCRD, Acting Director	Ismael Martinez	Yes
HCTM, Acting Chief Human Capital Officer (CHCO)	Peter Malnak	Yes
HCTM: Human Capital Service Center	Kimberly Gunza	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.	09/30/2022	
09/30/2020	The Affirmative Employment team will coordinate with HCTM to analyze promotion policies and procedures to determine the specific barriers women face.	09/30/2022	
09/30/2020	The Agency will conduct a review of any exit surveys or conduct an additional survey to investigate the causes of attrition by women at the Agency, including both the Foreign and Civil Services.	09/30/2022	
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.	09/30/2022	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 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.	09/30/2022	
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Report of Accomplishments

Fiscal Year	Accomplishments
2021	The agency completed a thorough barrier analysis

I-9 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 data available on Foreign Service by Backstops – Distribution by Race Ethnicity	N/A	Challenges with Data on Foreign Service - No aggregate data are available on 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

EEO Group(s) Affected by Trigger

TBD

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
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	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Other (Please Describe)	Y	No aggregated data available on Foreign Service by Backstops – Distribution by Race Ethnicity
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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
<u>Key Findings</u> 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 that provides Race/National Origin/Gender (RNOG) to be able to conduct barrier analysis.	10/31/2019	12/31/2020	Yes	12/31/2022	

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.	12/31/2022	
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.	12/31/2022	

Report of Accomplishments

Fiscal Year	Accomplishments
2021	



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

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)) requires 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)/ FS-07 to FS-05	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
b. Cluster GS-11 to SES (PWD)/FS-04 to SFS	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

Civil Service Trigger(s):

Analysis of MD-715 workforce data by grade clusters shows that for the GS-11 to SES cluster, 8.83 percent of the CS workforce identified as a person with a disability. This represents a slight increase from FY 2020 (7.88)

Foreign Service Trigger(s):

Analysis of MD-715 workforce data by grade clusters shows that for the FS-07 to FS-05 cluster, 2.74 percent of the FS workforce identified as a person with a disability. This represents an increase from FY2020 (0.05%) and for the F S-04 to SFS cluster, 2.47 percent of the FS workforce identified as a person with a disability. This represents a slight increase from FY 2020 (2.19%)

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)/FS-09 to FS-05	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
b. Cluster GS-11 to SES (PWTD)/FS-04 to SES	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

Foreign Service Trigger:

Analysis of MD-715 workforce data shows that for the FS-07 to FS-05 cluster, 0 percent of the FS workforce identified as a person with a targeted disability, and for the FS-04 to SFS cluster, 0.83 percent of the FS workforce identified as a person with a targeted disability.

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

In FY 2021, the Agency implemented the updated FY 2020 Plan for the Recruitment and Hiring of People with Disabilities to include the twelve (12) percent and two (2) percent goals. Additionally, the agency communicated the hiring targets for employing persons with disabilities and persons with targeted disabilities throughout the agency through briefings to the Administrative Officer Council; consultations with Hiring Officials; and coordination with the Employees with Disabilities Employee Resource Group. The agency further promoted the goals through Recruiter Orientation sessions.

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.



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

- 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 No
- 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	3	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 Health Manager (M/MS/HMD)
Special Emphasis Program for PWD and PWTD	1	0	0	Linda Wilson, Disability Employment Program Manager (DEPM), HCTM

- 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 No

In FY 2021, the agency engaged in activities designed to increase the knowledge and skills among disability program staff. In FY2021, the agency engaged in activities designed to increase the knowledge and skills among disability program staff. The Reasonable Accommodation (RA) Program Manager and Specialists took different ongoing job-related training to increase their knowledge and skills. Staff completed the following training activities:

- EEOC’s Training Institute on Disability Program Manager Basics (June 10-11, 2021);
- Basics of Management Directive 715 (September 8, 2021);
- Department of Labor (DOL) Job Accommodation Network monthly webcast (FY2021);
- LRP Publications online CyberFeds and Thomson Reuters Westlaw (FY2021);
- DOL Federal Exchange on Employment and Disability inter-agency meetings (FY2021),
- Advanced Occupational Ergonomics, Colorado State University (60 hours) online (Fall 2021);
- Assistive Technology Applications Certification Program (January 2021-April 2021);



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

- Assistive technology virtual conference, California State University, Northridge (FY2021);
 - Registry of Interpreters for the Deaf National Conference (July 2021);
 - Acquisition and procurement training classes (FY2021);
 - U.S. Office of Personnel Management prescribed training supporting the employment of persons with disabilities (FY2021).
- Additionally, staff have received Contracting Officer Representative certification in preparation to provide oversight of the American Sign Language (ASL) Interpreting and Captioning contract renewal and serve as an ASL interpreter.

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 2021.

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 PWTB.

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.

Over the last fiscal year, the agency utilized a variety of recruitment strategies designed to increase the number of qualified applicants with disabilities and applicants with targeted disabilities within the major occupations. However, the agency falls well below the goals set forth for overall permanent workforce senior grade level positions or positions that have upward mobility into the senior grades. As such, the agency developed the following multi-pronged and multi-year recruitment strategy:

Outreach
 The Agency’s Office of Human Capital and Talent Management (HCTM) provided the Employees with Disabilities (EWD) Employee Resource Group leadership information to share with their members on how to use the Special Appointment Authorities afforded to eligible employees with disabilities. The information included an overview of Schedule A, Veterans Recruitment Appointment, and 30 Percent or More Disabled Veterans Appointment Authorities.

Recruitment
 USAID participated in various job and career fairs targeted to people with disabilities (PWD) throughout the reporting period. The Agency also conducted outreach and strategic recruitment efforts to PWD through webinar sessions with students from Gallaudet University and George Washington University’s Disability Services to promote student employment and career opportunities.

USAID’s EWD ERG served an active role to participate in outreach and recruitment, employee engagement, and other efforts supporting the employment of PWD.

Additionally, the Agency timely submitted an annual Disabled Veterans Affirmative Action Program (DVAAP)



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Accomplishment Report and an annual Federal Equal Opportunity Recruitment Program (FEORP) Plan. The DVAAP focuses on the reporting of methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled. The FEORP establishes targeted recruitment efforts to reach underrepresented groups including PWD and PWTD.

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 PWTD for positions in the permanent workforce.

The Agency uses all available and appropriate non-competitive hiring authorities to recruit and hire PWD and PWTD: Schedule A, Veterans Recruitment Appointment (VRA), 30% or More Disabled Veteran appointing authority, Veterans Employment Opportunities Act of 1998, as amended (VEOA) and Pathways Programs. Recruit efforts include:

- The Agency’s Work with USAID website ([usaid.gov/careers](https://www.usaid.gov/careers)) contains page links specifically for applicants with disabilities. The site contains information for Schedule A applicants, requesting reasonable accommodations and provides contact information for the Agency Disability Employment Program Manager.
- The Agency presents at the Careers and the Disabled Virtual Career Fairs, for qualified, prescreened applicants who are eligible for appointment under the Schedule A hiring authority; Veterans Recruitment Authority; and/or the 30% or more Disabled Veteran Authority.

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. Yes X No 0 N/A 0

(1) The Agency determines if an individual is eligible by requesting that the individual submit disability medical documentation from an authorized health provider. (2) Upon verification of required documents to ensure eligibility based on intellectual disability, severe physical disability, or a psychiatric disability, documentation of eligibility for employment under Schedule A (e.g., Schedule A letter), is forwarded to the appropriate HR specialist for adjudication of position qualifications. The specialist evaluates the resume on education and experience to determine occupational series and grade level to be considered non-competitive appointments within the Agency. If the applicant is found to be qualified, the resume is forwarded to the Human Capital Services Team (HCSC) 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 X No 0 N/A 0

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 PWTD, in securing and maintaining employment.

In FY2021, a Memorandum of Agreement with the U.S. Department of Defense Skills Bridge Program was submitted and approved. This program offers internship opportunities for veterans with USAID that will provide career experiences and employment pathways for veterans. This effort will help the agency build a pipeline of qualified candidates who may be eligible for appointment under Veterans Recruitment, 30% or more disabled and Schedule A hiring authorities.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.

a.	New Hires for Permanent Workforce (PWD)	Yes	X	No	0
b.	New Hires for Permanent Workforce (PWTD)	Yes	X	No	0

Among the new hires in the permanent workforce, triggers exist for:
Overall Agency Trigger(s):
 PWD- 6.40 percent of new hires in the permanent workforce identified as PWD
 PWTD- 1.18 percent of new hires in the permanent workforce identified as PWTD
Civil Service Trigger(s):
 PWD- 8.54 percent of CS new hires in the permanent workforce identified as PWD
 PWTD- 1.42 percent of CS new hires in the permanent workforce identified as PWTD
Foreign Service Trigger(s):
 PWD- 2.13 percent of CS new hires in the permanent workforce identified as PWD
 PWTD- 0.71 percent of CS new hires in the permanent workforce identified as PWTD

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD 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	X	No	0
b.	New Hires for MCO (PWTD)	Yes	X	No	0

Civil Service Workforce (Permanent)
0301
 18.45% of candidates identified as PWD with 10.53% being selected.
 4.92% of candidates identified as PWTD with 0% being selected.
0340
 26.67% of candidates identified as PWD with 0% being selected.
 13.33% of candidates identified as PWTD with 0% being selected.
0685
 8.53% of candidates identified as PWD with 0% being selected.
 2.33% of candidates identified as PWTD with 0% being selected.
1102
 34.25% of candidates identified as PWD with 0% being selected.
 9.59% of candidates identified as PWTD with 0% being selected.
Foreign Service Workforce (Permanent)
0340
 0% of candidates identified as PWD with 0% being selected.
 0% of candidates identified as PWTD with 0% being selected.
0685
 12.00% of candidates identified as PWD with 6.98% being selected.
 3.00% of candidates identified as PWTD with 0% being selected.
1102
 15.00% of candidates identified as PWD with 0% being selected.
 10.00% of candidates identified as PWTD with 0% being selected.



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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 | X | No | 0 |
| b. Qualified Applicants for MCO (PWTD) | Yes | X | No | 0 |

Civil Service
0301
 No candidates who identified as PWD were selected with 100% being selected without disabilities
 No candidates who identified as PWTD were selected with 100% being selected without disabilities
0343
 No candidates who identified as PWD were selected with 100% being selected without disabilities
 No candidates who identified as PWTD were selected with 100% being selected without disabilities
0685
 No candidates who identified as PWD were selected with 100% being selected without disabilities
 No candidates who identified as PWTD were selected with 100% being selected without disabilities

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 | X | No | 0 |
| b. Promotions for MCO (PWTD) | Yes | X | No | 0 |

In comparison to the benchmarks, triggers exist for the following:
Civil Service (Perm)
0301
 No candidates who identified as PWD or PWTD were selected with 100% being selected without disabilities
0343
 6.45 percent of candidates who identified as PWD were selected with 93.55% being selected without disabilities
 3.23 percent of candidates who identified as PWTD were selected with 93.55% being selected without disabilities
0685
 No candidates who identified as PWD or PWTD were selected with 100% being selected without disabilities
1102
 No candidates who identified as PWD or PWTD were selected with 100% being selected without disabilities
Foreign Service
0685
 No candidates who identified as PWD or PWTD were selected, with 100% being selected without disabilities

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.

In FY 2021, 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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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 steps managers can take to support employees with disabilities and disabled veterans and provided information on resources available to support individual development and progression toward career goals. In addition, the agency prepares an annual Federal Equal Employment Opportunity Recruitment Plan which provides action steps for the recruitment, hiring, and advancement of employees of underrepresented groups including those with disabilities.

Additionally, 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. The Agency also continued to improve and enhance its Reasonable Accommodation (RA) Program to remove any barriers to the advancement of people with disabilities.

B. CAREER DEVELOPMENT OPPORTUNITIES

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 four series Leadership Development Program (Intentional, Collaborative, Adaptive Leadership, and Strategic Leadership), leadership training for junior and upcoming leaders (Cultivating the Leader Within) and online learning events for USAID senior leaders;
- 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;
- International Career Advancement Program (ICAP) sponsored by the Josef Korbel School of International Studies at the University of Denver and the Aspen Institute;
- Department of State, Foreign Service Institute National Security Executive Leadership Seminar (NSELS);
- Long-term training at Department of Defense War Colleges and Command and Staff Colleges; and
- General Schedule Administration, White House Leadership Development Program (WHLDP).

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	281	29	N/A	N/A	N/A	N/A
Fellowship	N/A	N/A	N/A	N/A	N/A	N/A



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Programs						
Mentoring Programs	495	430	N/A	N/A	N/A	N/A
Coaching Programs	146	146	N/A	N/A	N/A	N/A
Training Programs	1443	422	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	52	18	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 | X | No | 0 |
| b. | Selections (PWD) | Yes | X | 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 selectees.) If “yes”, describe the trigger(s) in the text box.
- | | | | | | |
|----|-------------------|-----|---|----|---|
| a. | Applicants (PWTD) | Yes | X | No | 0 |
| b. | Selections (PWTD) | Yes | X | 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 | X | No | 0 |
| b. | Awards, Bonuses, & Incentives (PWTD) | Yes | X | No | 0 |

Overall Agency Trigger(s):
Cash Awards:
\$500 and under:
 PWD were awarded 5.06% of awards
 PWTD were awarded 0.92% of awards
 According to the IR, persons without disabilities accounted for 13.04% of awards
\$501 - \$1500:
 PWD were awarded 7.016% of awards
 PWTD were awarded 1.75% of awards
 According to the IR, persons without disabilities accounted for 45.64% of awards
Greater Than \$1500:



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

PWD were awarded 6.26% of awards
PWTD were awarded 1.47% of awards
According to the IR, persons without disabilities accounted for 46.9% of awards

Total time Off Awards:

1-9 hours:

PWD were awarded 0.00% of awards
PWTD were awarded 0.00% of awards
According to the IR, persons without disabilities accounted for 1.29% of awards

Over 9 hours:

PWTD were awarded 1.72% of awards
According to the IR, persons without disabilities accounted for 6.12% of awards

SES:

Cash Awards:

\$500 and under:

PWD were awarded 0.00% of awards
PWTD were awarded 0.00% of awards

\$501 - \$1500:

PWD were awarded 1.69% of awards
PWTD were awarded 0% of awards

Greater Than \$1500:

PWD were awarded 2.99% of awards

Total time Off Awards:

1-9 hours:

PWD were awarded 0.00% of awards
PWTD were awarded 0.00% of awards

Over 9 hours:

PWD were awarded 0.00% of awards
PWTD were awarded 0% of awards

Civil Service Trigger(s):

Cash Awards:

\$500 and under:

PWD were awarded 8.63% of awards

\$501 - \$1500:

PWD were awarded 9.88% of awards

Greater Than \$1500:

PWD were awarded 8.68% of awards
PWTD were awarded 1.78% of awards

Total time Off Awards:

1-9 hours:

PWD were awarded 0.00% of awards
PWTD were awarded 0.00% of awards

Over 9 hours:

PWTD were awarded 1.90% of awards

SES

Cash Awards:

\$500 and under:

PWD were awarded 8.63% of awards



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

\$501 - \$1500:
PWD were awarded 9.88% of awards

Over \$1500:
PWD were awarded 8.68% of awards
PWTD were awarded 1.78% of awards

Time Off Awards:
1-9 hours:
There were no PWD or PWTD awarded

Over 9 hours:
PWTD were awarded 1.90% awards

Foreign Service Trigger(s):

Cash Awards:

\$500 and under:
PWD were awarded 2.10% of awards
There were no PWTD awarded

\$501 - \$1500:
PWD were awarded 2.74% of awards
PWTD were awarded 0.97% of awards

Over \$1500:
PWD were awarded 2.46% of awards
PWTD were awarded 0.98% of awards

Time Off Awards:
1-9 hours:
There were no PWD or PWTD awarded

Over 9 hours:
There were no PWD or PWTD awarded

SES

Cash Awards:

\$500 and under:
There were no PWTD awarded
There were no PWTD awarded

\$501 - \$1500:
PWD were awarded 1.82% of awards
PWTD were awarded 0% of awards

Over \$1500:
PWD were awarded 2.86% of awards

Time Off Awards:
1-9 hours:
There were no PWD or PWTD awarded

Over 9 hours:
There were no PWD or PWTD awarded

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 <input checked="" type="checkbox"/>	No <input type="checkbox"/>
b.	Pay Increases (PWTD)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

Total Workforce
PWD awarded: 4.02%



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

PWTD awarded: 0.62%
According to the IR, persons without disabilities accounted for 10.04% of awards

Civil Service Trigger(s):

PWD awarded: 5.95%
PWTD awarded: 0.60%
According to the IR, persons without disabilities accounted for 8.19% of awards

Foreign Service Trigger(s):

PWD awarded: 1.94%
PWTD awarded: 0.65%
According to the IR, persons without disabilities accounted for 8.21% of awards

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

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

Civil Service

SES:

There is no internal competitive promotion data for this category

GS-15:

4.17% of the qualified individuals who applied for promotion voluntarily identified as a PWD with none being selected

GS-14:

4.31% of the qualified individuals who applied for promotion voluntarily identified as a PWD with none being selected

GS-13:

19.35% of the qualified individuals who applied for promotion voluntarily identified as a PWD with none being selected



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Note: Relevant applicant pool data for FS was unavailable .

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

Civil Service:

SES:

There is no internal competitive promotion data for this category

GS-15:

1.67% of the qualified individuals who applied for promotion voluntarily identified as a PWTD with none being selected

GS-14:

3.45% of the qualified individuals who applied for promotion voluntarily identified as a PWTD with none being selected.

GS-13:

9.68% of the qualified individuals who applied for promotion voluntarily identified as a PWTD with none being selected

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

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/SFS equivalent (PWD)	Yes X	No 0
b. New Hires to GS-15/FS equivalent (PWD)	Yes X	No 0
c. New Hires to GS-14/FS equivalent (PWD)	Yes X	No 0
d. New Hires to GS-13/FS equivalent (PWD)	Yes X	No 0

Agency Overall:

Total workforce

SES/SFS:

There is no new hires for external selection data for this category

GS-15/FS:

2.63 of the qualified new hires voluntarily identified as a PWD

GS-14/FS:

4.76 of the qualified new hires voluntarily identified as a PWD

GS-13/FS:

6.54 of the qualified new hires voluntarily identified as a PWD



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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/SFS equivalent (PWTD)	Yes X	No 0
b.	New Hires to GS-15/FS equivalent (PWTD)	Yes X	No 0
c.	New Hires to GS-14/FS equivalent (PWTD)	Yes 0	No X
d.	New Hires to GS-13/FS equivalent (PWTD)	Yes X	No 0

Agency Overall

Total Workforce

SES/SFS:

No qualified new hires voluntarily identified as a PWTD

GS-15/FS:

No qualified new hires voluntarily identified as a PWTD

GS-14/FS:

1.59% of qualified new hires voluntarily identified as a PWTD

GS-13/FS:

1.96% of qualified new hires voluntarily identified as a PWTD

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 (SES/SFS)		
	i. Qualified Internal Applicants (PWD)	Yes X	No 0
	ii. Internal Selections (PWD)	Yes X	No 0
b.	Managers (CS/FS)		
	i. Qualified Internal Applicants (PWD)	Yes X	No 0
	ii. Internal Selections (PWD)	Yes X	No 0
c.	Supervisors (CS/FS)		
	i. Qualified Internal Applicants (PWD)	Yes X	No 0
	ii. Internal Selections (PWD)	Yes X	No 0

Agency Overall:

Executives:

2.94% 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 X	No 0
	ii. Internal Selections (PWTD)	Yes X	No 0
b.	Managers		
	i. Qualified Internal Applicants (PWTD)	Yes X	No 0



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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

Agency Overall:

Executives:

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

Managers:

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

Supervisors:

There is no internal competitive promotion data for this category

Civil Service:

Executives:

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

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

Agency Overall:

Executives:

3.45% of the selectees to supervisory positions voluntarily identified as PWD.

Managers:

0 of the selectees to supervisory positions voluntarily identified as PWD

Supervisors:

There is no new hires data for this category

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 X	No 0
b.	New Hires for Managers (PWTD)	Yes X	No 0
c.	New Hires for Supervisors (PWTD)	Yes X	No 0

Agency Overall:

Executives:

0% of the selectees for new hires to supervisory positions voluntarily identified as PWTD

Managers:

0% of the selectees for new hires to supervisory positions voluntarily identified as PWTD

Supervisors:

There is no new hires data for this category



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Civil Service:

Executives:

0% of the selectees for new hires to supervisory positions voluntarily identified as PWTB

Managers:

0% of the selectees for new hires to supervisory positions voluntarily identified as PWTB

Supervisors:

There is no new hires data for this category

Note: The Agency is currently unable to break out applicant flow data by 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

- 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

- 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 0	No X
b.	Involuntary Separations (PWD)	Yes 0	No X

Agency Overall:

For the Agency overall, the overall separation rate for PWD was 1.36% compared to 4.26% for PWOD.
Resignations for PWD was 0 compared to for 0.97% PWOD
Removal for PWD was 0 compared to 0.10% for PWOD
Retirements for PWD was 0.90 compared to 1.88 for PWOD
Other separations for PWD were 0.45 compared to 1.31 for PWOD

- 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 0 compared to 4.26% for PWOD.
Resignations for PWTD was 0 compared to for 0.97% PWOD
Removal for PWTD was 0 compared to 0.10% for PWOD
Retirements for PWTD was 0 compared to 1.88 for PWOD
Other separations for PWTD were 0 compared to 1.31 for PWOD

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

N/A



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

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 Officer (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):

- Training:
 - Section 508 Awareness Training: Instituted 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.
 - Document Accessibility Webinar: Hosted 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.
 - Continue work with HCTM to ensure all the training content in LMS is accessible to people with disabilities. This includes the training content developed by USAID and external training content that is required to take by the USAID workforce.
- Virtual Meeting Accessibility:
 - Webex Implementation: Deploy the Federal Risk and Authorization Management Program (FedRAMP)-authorized *Webex for the 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.
 - Continued Improvement to Virtual Meeting Capabilities: Work with the Bureau for Legislative and Public

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Affairs (LPA) to ensure that all of the Agency’s virtual meeting capabilities meet the needs of workforce members with disabilities, as the Agency’s wide scale telework and the resulting reliance on virtual communication continues into the near future.

- Continue working with content owners to ensure training videos, webinars, and online meetings posted on internal sites are accessible to people with disabilities.
- Employment Opportunities and Personnel Actions:
 - Continue to work with LPA to ensure that electronic content about 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.
- Agency Communication: Released the following Agency notices to promote Section 508 compliance among the workforce:
 - Announcing Mandatory Section 508 Awareness Training - Providing background on Section 508 as well as directing the workforce to training materials.
 - Mandatory Section 508 Awareness Training - Providing background on Section 508 as well as directing the workforce to training materials.
 - Multimedia Product Accessibility - reminding the Agency of Section 508 compliance when producing training materials, multimedia products, and webinars (internally and externally).
 - FedRelay Services Discontinued - informing the Agency of accessibility services available to deaf and hard of hearing employees.

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 designs and construction are 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.)

In FY 2021, 286 Reasonable accommodation requests were processed within the established 30 business daytime frame as set forth in USAID’s Reasonable Accommodation policy (ADS 111) with an average processing of 7 days.

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 2021, the Agency cleared the ADS Chapter 111 on Procedures for Providing Reasonable Accommodation for Individuals with Disabilities 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 updated the Agency’s internal and external websites to include information on reasonable accommodation and PAS requests on May 26, 2021.

As of August 2021, OCRD/Reasonable Accommodation Program began providing training to staff with supervisory



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

responsibilities on their role in the processing of reasonable accommodations (Facilities, Administrative Officers, Executive Officers, Resident Legal Officers, etc.). With assistance from the Agency’s Administrative and Executive Officers, the Reasonable Accommodation Program coordinated training for supervisors and managers on their role as the Deciding Official.

OCRD worked with HCTM/Center for Professional Development (CPD) to include a Reasonable Accommodation (RA) welcome letter in new employee orientation (NEO) packets. On July 3, 2021, NEO expanded its virtual curriculum to include RA training and bi-weekly question and answer sessions for new hires. As outlined in the ADS-111, the training occurs at the beginning of each pay period. Additionally, OCRD/RA serves as a frequent presenter at C3 Foreign Service Orientation on EEO topics about overseas assignments. Total trained (NEO): 642/Total trained (C3): 91.

OCRD hired an American Sign Language (ASL) Interpreter/Reasonable Accommodation Specialist thereby increasing the Reasonable Accommodation team from formerly two FTE CS employees to three FTE CS employees. The RA program is responsible for managing an American Sign Language (ASL) Interpreting and Communication Access Real-time Translation Services Contract with a full-time Program Manager and approximately 12 contract sign language interpreters on a rotational hourly basis with facility and computer access to USAID. The management of this contract operated under option year three and provided nearly 17,000 hours of ASL interpreting/CART services to users/requestors Agency-wide. The additional staffing has led to a robust ASL and Captioning program with expanded capacity to serve USAID’s population with hearing loss.

On October 14, 2021, The RA program partnered with the Employees with Disabilities (EWD) Employee Resource Group (ERG), to provide a National Disability Employment Awareness Month (NDEAM) presentation entitled, “Schedule A Hiring: From A to Z”.

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.

During FY 2021, the Agency cleared the ADS Chapter 111 on Procedures for Providing Reasonable Accommodation for Individuals with Disabilities 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 updated the Agency’s internal and external websites to include information on reasonable accommodation and PAS requests on May 26, 2021.

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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

discrimination or a settlement agreement?

Yes 0 No 0 N/A X

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 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

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 (Clusters PWD: GS-11 to SES, FO-07 to FO-05, FO-04 to SFS)

EEOC FORM 715-02 PART J-1	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger	USAID GS-11 to SES grade level representation for PWD was 8.83% (GAP 3.17), USAID FS-07 to FS-05 cluster grade level representation for PWD was 2.74% (GAP 9.26) and USAID FS-04 to SFS cluster grade level representation for PWD was 2.47% (GAP 9.53). All were below the 12% benchmark.	
Barrier(s)	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.	
Objective(s)	Prioritize PWD workforce participation by conducting further analysis and developing specific solutions.	
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)	
HCTM, Acting Chief Human Capital Officer (CHCO) – Peter Malnak	Yes	
OCRD, Acting Director - Ismael Martinez	Yes	
Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)	



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

No		Yes
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	MD-715 B4 Table, Promotions, Awards, Separations
Complaint Data (Trends)	Yes	FY 2021 462 Report data shows EEO complaint issues of EEO groups: •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> • <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level • <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: • One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. • One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. • One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG. • One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. • One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. • One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment	Yes	Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

<p>Survey (e.g., FEVS)</p>	<p>Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%)
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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview Analysis In FY 2021 there were 176 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 Career Related/Transfer to another agency/new job</p> <p><u>Employees who separated and identified by race:</u> White- 38% Black or African American- 15% Hispanic or Latino- 9% American Indian or Alaska Native- 5% Native Hawaiian or Pacific Islander- 3% Asian or Middle Eastern- 2% Other- 3% Prefer Not to Answer- 5% Did Not Answer- 20%</p>
Focus Groups	Yes	The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p> <p>Barrier Analysis focus group participants believe that although there is a perception that diversity recruiting has improved significantly, the Agency still struggles to hire PWD and PWTD.</p>			
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants. The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p> <p>Barrier Analysis interview participants believe questions do not align to position and hiring standards cause privileged individuals to be hired.</p>			
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	09/30/2022	
2	09/30/2020	Share reports highlighting PWD trends to Agency leadership annually to	Yes	09/30/2022	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		ensure prioritization.			
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 available resources	Yes	09/30/2021	09/30/2021
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	09/30/2022	
6	09/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes	03/15/2022	
7	09/30/2022	Regularly review/monitor statistical information on new hires, promotions, and separations of PWD and PWTB	Yes	09/30/2022	

Accomplishments

Fiscal Year	Accomplishments
2021	The Agency provided agency-wide communications on reasonable accommodation processes, resources, Schedule A Hiring, and the Disability Program Manager's contact information to increase visibility of available resources

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

EEOC FORM 715-02 PART J-2	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Trigger	USAID does not hire persons with disabilities and targeted disabilities at rates equal to federal hiring goals set by the EEOC for persons with disabilities (12%) and targeted disabilities (2%).



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<p>6.40% of the Agency new hires for the permanent workforce identified as a person with a disability and 1.18% new permanent hires identified as a person with targeted disabilities. (GAP 5.22)</p> <p>8.54% of new CS permanent hires identify as a person with disability and 1.12% new permanent hires identified as a person with targeted disabilities. (GAP 7.42)</p> <p>2.13% of new FS permanent hires identify as a person with disability and .71% new permanent hires identified as a person with targeted disabilities. (GAP 1.42)</p>	
Barrier(s)	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 use of Schedule A Hiring.	
Objective(s)	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) – Peter Malnak		Yes
OCD, Acting Director - 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	Yes	MD-715 B Series, New Hires
Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> • <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> ● <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: ● One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. ● One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. ● One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG. ● One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. ● One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. ● One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<ul style="list-style-type: none"> ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p>
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U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey.</p> <p><u>The top five reasons surveyed employees left the agency:</u></p> <p>Voluntary Separation Career Related Other Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u></p> <p>Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p> <p>The Barrier Analysis focus groups noted that although there is a perception that diversity recruiting has improved significantly, the Agency still struggles to hire PWD and PWTD and Interview questions do not align to position, hiring standards cause privileged individuals to be hired.</p>			
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation.</p>			
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	Continue the use of alternative hiring authority and establish cadence for targeted recruiting events	Yes	09/30/2022	
2	09/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes	03/15/2023	
3	09/30/2022	Regularly review/monitor statistical information on new hires, promotions, and separations of PWD and PWTD	Yes		



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Accomplishments

Fiscal Year	Accomplishments
2021	

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	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger	<p>Mission critical occupations were below benchmark for the following categories:</p> <p><u>Civil Service Workforce (Permanent)</u></p> <p><u>0301</u> 18.45% of candidates identified as PWD with 10.53% being selected. (GAP 7.92) 4.92% of candidates identified as PWTD with 0% being selected. (GAP 4.92)</p> <p><u>0340</u> 26.67% of candidates identified as PWD with 0% being selected. (GAP 26.67) 13.33% of candidates identified as PWTD with 0% being selected. (GAP 13.33)</p> <p><u>0685</u> 8.53% of candidates identified as PWD with 0% being selected. (GAP 8.53) 2.33% of candidates identified as PWTD with 0% being selected. (GAP 2.33)</p> <p><u>1102</u> 34.25% of candidates identified as PWD with 0% being selected. (GAP 34.25) 9.59% of candidates identified as PWTD with 0% being selected. (GAP 9.59)</p> <p><u>Foreign Service Workforce (Permanent)</u></p> <p><u>0340</u> 0% of candidates identified as PWD with 0% being selected. 0% of candidates identified as PWTD with 0% being selected.</p> <p><u>0685</u> 12.00% of candidates identified as PWD with 6.98% being selected. (GAP 5.02) 3.00% of candidates identified as PWTD with 0% being selected. (GAP 3.00)</p> <p><u>1102</u> 15.00% of candidates identified as PWD with 0% being selected. (GAP 15.00) 10.00% of candidates identified as PWTD with 0% being selected. (GAP 10.00)</p>	
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 increase the strategic recruitment of PWD and PWTD within mission-critical occupations with a specific focus on the 0301, 0340, 0341, 0685, and 1102 occupational series.	
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)	
HCTM, Acting Chief Human Capital Officer (CHCO), Peter Malnak	Yes	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

OCD, Acting Director - 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	Yes	MD-715 BSeries, MCO
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> • <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level • <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: <ul style="list-style-type: none"> • One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. • One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. • One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG. • One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. • One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. • One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	FY 2021 462 Report data shows EEO complaint issues of EEO groups: • 13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Climate Assessment	Yes	Federal Viewpoint Survey (FEVS) Analysis

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency’s Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p><u>Hispanic/Latino</u> 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p><u>White</u> 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%)
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U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p><u>Black/African American</u> 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p><u>All Other Races*</u> 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p> <p>Barrier Analysis Focus Group participants believe some jobs have unnecessary requirements and diverse people often do not have these experiences unless the opportunity is given to them.</p>
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No				
Other (Please Describe)	No				
#1	Target Date	Planned Activities	Sufficient Staffing and Funding (Yes or No)	Modified Date	Completion Date
1.	9/1/2021	Perform assessment to determine if bias exists or is unintentionally encouraged through hiring practices	Yes	9/30/2022	
2.	9/30/2021	Develop a strategic recruitment plan.	Yes	9/30/2022	

Accomplishments

Fiscal Year	Accomplishments
2021	USAID has improved the representation of New Hires with Disabilities by eliminating the triggers in Occupational Series #'s 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> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Trigger	<p>Mission critical occupations were below benchmark for the following categories:</p> <p><u>Civil Service</u> <u>0301</u> No candidates who identified as PWD or PWTD were selected with 100% being selected without disabilities <u>0343</u> 6.45 percent of candidates who identified as PWD were selected with 93.55% being selected without disabilities 3.23 percent of candidates who identified as PWTD were selected with 93.55% being selected without disabilities <u>0685</u> No candidates who identified as PWD or PWTD were selected with 100% being selected without disabilities <u>1102</u> No candidates who identified as PWD or PWTD were selected with 100% being selected without disabilities <u>Foreign Service</u> <u>0685</u> No candidates who identified as PWD or PWTD were selected, with 100% being selected without disabilities</p>
Barrier(s)	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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	skills and abilities of PWD.
Objective(s)	Increase opportunities for upward mobility of PWD/PWTD within mission critical occupations
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
HCTM, Acting Chief Human Capital Officer (CHCO) – Peter Malnak	Yes
OCRD, Acting Director - 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	Yes	MD-715 B Series, MCO
Complaint Data (Trends)	Yes	FY 2021 462 Report data shows EEO complaint issues of EEO groups: •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> • <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level • <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: • One African American female, one Asian female and two white males filed



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>grievances over multi-year procedural delays in commissioning.</p> <ul style="list-style-type: none"> ● One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. ● One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG. ● One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. ● One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. ● One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p>Hispanic/Latino 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%)



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

- 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%)
- 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%)
- 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%)
- 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%)
- 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%)

White

1,015 White employees participated in the survey (62.46%)

- 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%)
- 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%)
- 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%)
- 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%)
- 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%)
- 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%)
- 69.6 percent of Whites are satisfied with their job (gap + 1%)

Black/African American

233 Black/African American employees participated in the survey (14.33%)

- 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%)
- 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%)
- 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%)



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p>All Other Races* 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey.</p> <p><u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>Career Related Other Personal Reasons Work Related <u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p>



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation
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	Through appropriate ERG(s), encourage PWD and PWTD to participate in management, leadership, and career development programs.	Yes	09/30/2022	
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		02/28/2021
4	02/28/2021	Measure qualified internal applicants against relevant applicant pools.	Yes	09/30/2022	

Accomplishments

Fiscal Year	Accomplishments
2021	USAID has improved the representation of New Hires with Disabilities by eliminating the triggers in Occupational Series #'s 0341

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

EEOC FORM 715-02 PART J-5	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Trigger	Of the internal competitive promotions for the GS-13 level, 9.68% of the qualified individuals who applied for promotion identified as a person with a targeted disability. Of those selected, none were PWTD. The Agency does not presently report relevant applicant pools. USAID is working to incorporate this into its FY 2022 report.
Barrier(s)	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 PWTD and unconscious bias on the skills and abilities of PWTD.
Objective(s)	Support the upward mobility of PWTD



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
HCTM, Acting Chief Human Capital Officer (CHCO) – Peter Malnak		Yes
OCD, Acting Director - 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	Yes	Table B Series, Promotions
Complaint Data (Trends)	No	FY 2021 462 Report data shows EEO complaint issues of EEO groups: <ul style="list-style-type: none"> •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> • <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level • <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: <ul style="list-style-type: none"> • One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. • One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. • One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> • One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. • One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. • One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis</p> <p>In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p>Hispanic/Latino 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> • 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) • 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) • 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) • 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) • 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) • 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) • 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p>White 1,015 White employees participated in the survey (62.46%)</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

	<ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p>Black/African American 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p>All Other Races* 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%)
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U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related <u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.			
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation</p>			
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	Through appropriate ERG(s), encourage PWD and PWTD to participate in management, leadership, and career development programs.	Yes	9/30/2022	
2	12/31/2020	Conduct interviews and focus groups with PWD and PWTD to assess employee satisfaction, career development opportunities/access, and retention risks.	Yes	9/30/2022	
3	12/31/2020	Review FEVS data to gain further insights.	Yes		5/1/2022
4	02/28/2021	Measure qualified internal applicants against relevant applicant pools.	Yes	9/30/2022	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Accomplishments

Fiscal Year	Accomplishments
2021	Based on the analysis of the Workforce Data Tables, PWTD applied to open positions

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

EEOC FORM 715-02 PART J-6	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger	<p>In FY 2021, there were several triggers for New Hires at the Senior Grade Level representation of PWD and PWTD.</p> <p>Total Workforce SES/SFS: There were no new hire applicants selected who identified as a PWD or PWTD GS-15/FS: 2.63 of the qualified new hires voluntarily identified as a PWD There were no new hire applicants selected who identified as a PWTD GS-14/FS: 4.76 of the qualified new hires voluntarily identified as a PWD and 1.59% of qualified new hires voluntarily identified as a PWTD GS-13/FS: 6.54% of the qualified new hires voluntarily identified as a PWD and 1.96% of qualified new hires voluntarily identified as a PWTD.</p>	
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. 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.	
Objective(s)	Agency to increase the strategic recruitment of PWD and PWTD	
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)	
HCTM, Acting Chief Human Capital Officer (CHCO) – Peter Malnak	Yes	
OCR, Acting Director - 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	Yes	Table B Series, New Hires

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> • <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level • <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: <ul style="list-style-type: none"> • One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. • One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. • One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG. • One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. • One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. • One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p>Hispanic/Latino 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p>White 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p>Black/African American 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%)
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U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p>All Other Races*</p> <p>209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. <u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related <u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>			
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>			
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation.</p>			
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



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

1	09/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes		03/15/2023
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Accomplishments

Fiscal Year	Accomplishments
2021	USAIDs created a Plan for the Recruitment and Hiring of People with Disabilities

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> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger	<p>In FY 2020, there were no Executive- or Manager-level new hires identified as a PWD or PWTD.</p> <p>In FY 2021, 3.45% of new hire Executives voluntarily identified as PWD. No new hire executives voluntarily identified as a PWTD.</p> <p>There were no Manager-level new hires identified as PWD or PWTD.</p>	
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	
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
HCTM, Acting Chief Human Capital Officer (CHCO) – Peter Malnak		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	Yes	Table B Series, New Hires
Complaint Data (Trends)	Yes	<p>FY 2021 462 Report data shows EEO complaint issues of EEO groups:</p> <ul style="list-style-type: none"> •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> • <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level • <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: <ul style="list-style-type: none"> • One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. • One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. • One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG. • One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. • One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. • One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis</p> <p>In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%.</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p>Hispanic/Latino 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> • 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

- 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%)
- 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%)
- 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%)
- 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%)
- 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%)
- 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%)

White

- 1,015 White employees participated in the survey (62.46%)
- 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%)
 - 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%)
 - 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%)
 - 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%)
 - 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%)
 - 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%)
 - 69.6 percent of Whites are satisfied with their job (gap + 1%)

Black/African American

- 233 Black/African American employees participated in the survey (14.33%)
- 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%)
 - 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%)
 - 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%)
 - 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%)
 - 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%)
 - 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%)
 - 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%)

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>All Other Races*</p> <p>209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey.</p> <p><u>The top five reasons surveyed employees left the agency:</u> Voluntary Separation Career Related Other Personal Reasons Work Related</p> <p><u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All</p>



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)			
		The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.			
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation.</p>			
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	09/30/2021	Review and update, as appropriate, USAID's Plan for the Recruitment and Hiring of People with Disabilities	Yes		03/15/2023

Accomplishments

Fiscal Year	Accomplishments
2021	

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

EEOC FORM 715-02 PART J-8	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Trigger	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%. The inclusion rate for individuals with no disabilities was 2.24% (Gap- .17). There has been an increase in attrition for PWD



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Barrier(s)	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.	
Objective(s)	Retain diverse highly qualified employees by increasing cultural competencies.	
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)
HCTM, Acting Chief Human Capital Officer (CHCO) – Peter Malnak		Yes
OCD, Acting Director - 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	Yes	Tables series B, Separations
Complaint Data (Trends)	Yes	FY 2021 462 Report data shows EEO complaint issues of EEO groups: •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)
Grievance Data (Trends)	Yes	American Federation of Government Employees (AFGE) (Civil Service employees) AFGE resolved all grievances at the first level American Foreign Service Association (AFSA) (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG.

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. One white female filed a grievance over her denial of entitlement to a TIC extension.</p>
<p>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</p>	<p>No</p>	
<p>Climate Assessment Survey (e.g., FEVS)</p>	<p>Yes</p>	<p>Federal Viewpoint Survey (FEVS) Analysis</p> <p>In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%</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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p>Hispanic/Latino 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p>White</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<p>1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p>Black/African American 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%) ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p>All Other Races* 209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%)
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U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<ul style="list-style-type: none"> ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey. The top five reasons surveyed employees left the agency: Voluntary Separation Career Related Other Personal Reasons Work Related Employees who separated and identified by race: Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were:</p> <ul style="list-style-type: none"> • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation.</p>
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	Promote opportunities for employees to connect with employee resource groups, reasonable accommodations manager and DEPM	Yes	9/30/2022	
2	09/30/2020	Continue to administer unconscious bias training to all employees	Yes	9/30/2022	
3	09/30/2020	Conduct interviews and focus groups with PWTD to assess employee satisfaction, career development opportunities/access, and retention risks.	Yes	9/30/2022	
4	09/30/2020	Administer and analyze Exit Interview Survey Data and review FEVS results to better identify trends.	Yes	9/30/2022	



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

Accomplishments

Fiscal Year	Accomplishments
2021	

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
Trigger	<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>Overall agency</p> <p>Cash Awards:</p> <p>\$500 and under: PWD were awarded 5.06% of awards PWTD were awarded 0.92% of awards According to the IR, persons without disabilities accounted for 13.04% of awards</p> <p>\$501 - \$1500: PWD were awarded 7.016% of awards PWTD were awarded 1.75% of awards According to the IR, persons without disabilities accounted for 45.64% of awards</p> <p>Greater Than \$1500: PWD were awarded 6.26% of awards PWTD were awarded 1.47% of awards According to the IR, persons without disabilities accounted for 46.9% of awards</p> <p>Total time Off Awards:</p> <p>1-9 hours: PWD were awarded 0.00% of awards PWTD were awarded 0.00% of awards According to the IR, persons without disabilities accounted for 1.29% of awards</p> <p>Over 9 hours: PWTD were awarded 1.72% of awards According to the IR, persons without disabilities accounted for 6.12% of awards</p> <p>Civil Service:</p> <p>Time Off Awards:</p> <p>1-10 hours: There were no PWTD awarded (by IR) According to the Inclusion Rate (IR), persons without disabilities accounted for 1.76% of awards</p> <p>11-20 hours: There were no PWTD awarded (by IR) According to the IR, persons without disabilities accounted for 2.79% of awards</p> <p>31-40 hours: There were no PWTD Awarded (by IR) According to the IR, persons without disabilities accounted for 3.01% of awards</p> <p>\$4000 - \$4999: There were no PWTD awarded (by IR)</p>



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

	<p>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</p> <p>Foreign Service Time Off 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</p> <p>Cash Awards: \$4000 - \$4999: 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</p>
Barrier(s)	There is insufficient data currently to determine a barrier
Objective(s)	Award contributions made by individuals identifying as a PWD/PWTD at an equitable rate in comparison to non-disabled employees
Responsible Official(s)	Performance Standards Address the Plan? (Yes or No)
HCTM, Acting Chief Human Capital Officer (CHCO) – Peter Malnak	Yes
OCRD, 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	Yes	Tables series B, Separations
Complaint Data (Trends)	Yes	FY 2021 462 Report data shows EEO complaint issues of EEO groups: •13 complaints filed with Disability as the bases; four with Mental Disability as the bases. Within those



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>four, the issues involved were: Appointment/Hire (7.69%), Harassment (non-sexual) (7.69%), Reasonable Accommodation (7.69%), and Termination (7.69%). Nine with Physical Disability as the bases, the issues involved were: Appointment/Hire (5 at 38.46%) Assignment of duties (1 at 7.69%), Harassment (non-sexual) (2 at 15.40%), Terms/Conditions of Employment (1 at 7.69%)</p>
Grievance Data (Trends)	Yes	<ul style="list-style-type: none"> ● <u>American Federation of Government Employees (AFGE)</u> (Civil Service employees) AFGE resolved all grievances at the first level ● <u>American Foreign Service Association (AFSA)</u> (Foreign Service employees) FY 2021 grievance data shows that a total of 13 individuals filed grievances in 2021. Of these, six were female and seven males. In specific: <ul style="list-style-type: none"> ● One African American female, one Asian female and two white males filed grievances over multi-year procedural delays in commissioning. ● One white female, one white male, and one African American male filed grievances over improper promotion decisions having to do with missing documents or procedural errors in handling files. ● One white male and one white female filed grievances or appeals of allegedly improper calculations having to do with financial matters or debts to the USG. ● One white male and one African American male filed grievances or other types of appeals having to do with curtailment of assignments. ● One white female filed a grievance having to do with a bureau's improper attempts to overturn her assignment. ● One white female filed a grievance over her denial of entitlement to a TIC extension.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	
Climate Assessment Survey (e.g., FEVS)	Yes	<p>Federal Viewpoint Survey (FEVS) Analysis</p> <p>In the Fiscal Year 2021 1,625 employees completed the survey.</p> <p>Federal Employee Viewpoint Survey, the agency's Employee Engagement Index score was 75% (out of 100), and Global Satisfaction Index score was 69%</p>

**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<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. 67.4 percent of the employees that completed the survey would recommend the Agency as a good place to work.</p> <p>Hispanic/Latino 118 Hispanic/Latino employees participated in the survey (7.26%)</p> <ul style="list-style-type: none"> ● 59.4 percent of Hispanic/Latinos overall hold a favorable opinion of the agency (gap - 8%) ● 74.1 percent of the Hispanic/Latinos believe their work gives them a feeling of personal accomplishment (gap - 0.4%) ● 56.6 percent of Hispanic/Latinos believe their talents are used well in the workplace (gap - 7.5%) ● 79.2 percent of Hispanic/Latinos believe the people they work with cooperate to get the job done (gap - 8.2%) ● 72.8 percent of Hispanic/Latinos believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 10.4%) ● 43.2 percent of Hispanic/Latinos believe the results of this survey will be used to make the agency a better place to work (gap - 3.3%) ● 65.4 percent of Hispanic/Latinos are satisfied with their job (gap - 3.2%) <p>White 1,015 White employees participated in the survey (62.46%)</p> <ul style="list-style-type: none"> ● 69.0 percent of Whites overall hold a favorable opinion of the agency (gap +1.6%) ● 76.5 percent of Whites believe their work gives them a feeling of personal accomplishment (gap + 2%) ● 62.3 percent of Whites believe their talents are used well in the workplace (gap + 1.2%) ● 88.2 percent of Whites believe the people they work with cooperate to get the job done (gap + 0.8%) ● 82.6 percent of Whites believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap - 0.6%) ● 44.6 percent of Whites believe the results of this survey will be used to make the agency a better place to work (gap - 1.9%) ● 69.6 percent of Whites are satisfied with their job (gap + 1%) <p>Black/African American 233 Black/African American employees participated in the survey (14.33%)</p> <ul style="list-style-type: none"> ● 69.4 percent of Black/African Americans overall hold a favorable opinion of the agency (gap +2%)
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**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

		<ul style="list-style-type: none"> ● 73.6 percent of the Black/African Americans believe their work gives them a feeling of personal accomplishment (gap - 0.9%) ● 68.2 percent of Black/African Americans believe their talents are used well in the workplace (gap + 7.1%) ● 89 percent of Black/African Americans believe the people they work with cooperate to get the job done (gap + 1.6%) ● 86.5 percent of Black/African Americans believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3.3%) ● 59.6 percent of Black/African Americans believe the results of this survey will be used to make the agency a better place to work (gap + 13.1%) ● 70.8 percent of Black/African Americans are satisfied with their job (gap + 2.2%) <p>All Other Races*</p> <p>209 All Other Race employees participated in the survey (12.86%)</p> <ul style="list-style-type: none"> ● 63.6 percent of All Other Races overall hold a favorable opinion of the agency (gap - 3.8%) ● 71.7 percent of All Other Races believe their work gives them a feeling of personal accomplishment (gap - 2.8%) ● 56.5 percent of All Other Races believe their talents are used well in the workplace (gap - 5%) ● 86.2 percent of All Other Races believe the people they work with cooperate to get the job done (gap - 1.2%) ● 86.2 percent of All Other Races believe their work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals (gap + 3%) ● 44.2 percent of All Other Races believe the results of this survey will be used to make the agency a better place to work (gap - 2.3%) ● 67.5 percent of All Other Races are satisfied with their job (gap - 1.1%) <p>*All Other Races are aggregated into one category (Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native, Two or More Races)</p>
Exit Interview Data	Yes	<p>Fiscal Year 2021 Employee Exit Interview/Survey Analysis</p> <p>FY 2021 there were 176 total permanent employee separations. Of that count, 94 (53.40 percent) of those employees completed the Exit Survey.</p> <p><u>The top five reasons surveyed employees left the agency:</u></p> <p>Voluntary Separation Career Related Other Personal Reasons</p>



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

		<p>Work Related <u>Employees who separated and identified by race:</u> Hispanic/Latino 9 percent White 38 percent Black/African American 15 percent Asian 2 percent Native Hawaiian or Pacific Islander 3 percent American Indian Alaska Native 5 percent Other 3 percent Prefer Not to Answer 5 percent Did not answer 20 percent</p>
Focus Groups	Yes	<p>The Barrier Analysis Team created 10 Focus Groups that consisted of 70 total participants. The demographic breakdown of the Focus group is as follows:</p> <p>Black/African American Women FS (1), Black/African American Women CS (2), All PWD/PWTD volunteers (3), All LGBTQI+ volunteers (4), Asian Men & Women/Small Population Minority Group (5), Hispanic/Latino FS (6), Hispanic/Latino CS (7), All Women FS (8), GS 1-13 CS Women (9), GS 14-SES CS Women (10)</p> <p>The topics of discussion inquired about the lived employee experience around DEIA efforts overall, as well as within the talent acquisition, promotions, and separations phases within each focus group of employees impacted by the MD-715 triggers.</p>
Interviews	Yes	<p>Leadership Interviews/Briefings The Barrier Analysis Team conducted 10 interviews that included 4 Leadership Briefing Sessions with 12 participants in attendance. The topics were: • Understand leadership perspective on DEIA throughout the Agency and in their own work • Determine how leaders prioritize and communicate DEIA in their spaces</p> <p>Process Interviews The Barrier Analysis Team conducted 9 interviews with 11 participants.</p> <p>The topics of discussion were process owner perspectives and policies, procedures, and procedures around DEIA in talent acquisition, promotions, and separation.</p>
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	



U.S. Agency for International Development (USAID)

Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021

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	9/30/2022	

Accomplishments

Fiscal Year	Accomplishments
2021	



**U.S. Agency for International Development (USAID)
Equal Employment Opportunity (EEO) Program Status Report – Fiscal Year (FY) 2021**

Glossary of Common Equal Employment Opportunity (EEO) Terms

ACTION ITEM: Clearly identified step to the attainment of an objective.

BARRIER: An agency policy, principle, practice, or condition that limits or tends to limit equal employment opportunities for members of a particular gender, race or ethnic background, or for an individual (or individuals) based on disability status.

CIVILIAN LABOR FORCE DATA (CLF): Data derived from the most recent census reflecting persons 16 years of age or older who were employed or seeking employment. This data excludes those in the Armed Services.

DISABILITIES (TARGETED): Disabilities “targeted” for emphasis in affirmative action planning. Targeted disabilities include deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, intellectual disabilities, mental illness, and a genetic or physical condition affecting limbs and/or spine.

EEO GROUPS: White males and females (not of Hispanic origin), Black or African American males and females (not of Hispanic origin), Hispanic or Latino males and females, Asian American or Pacific Islander males and females, American Indian or Alaskan Native males and females, and two or more races males and females.

EMPLOYEES: Employees of the agency are people who work full-time, part-time, seasonally, or on a temporary basis including those in excepted service positions.

MAJOR OCCUPATIONS: Mission-oriented occupations or other occupations with 100 or more employees.

MINORITIES: Black or African American, Hispanic or Latino, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander.

OBJECTIVE: Statement of a specific end-product or condition with a specific due date. Accomplishment of an objective will lead to the elimination of a barrier or other problem.

PROGRAM ANALYSIS: Review of an entire agency’s affirmative employment program.

PROGRAM ELEMENT: Prescribed program area for assessing where agencies should concentrate their affirmative employment program analysis and plan development.

RACE - NATIONAL ORIGIN - ETHNICITY:

White – Not of Hispanic Origin. All persons having origins in any of the original people of Europe, North Africa, or the Middle East.

Black or African American – Not of Hispanic Origin. All persons having origins in any of the Black racial groups of Africa.

Hispanic or Latino – All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian – All persons having origins in any of the original people of the Far East, Southeast Asia, or the Indian subcontinent. This area includes Cambodia, China, India, Japan, North Korea, South Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

American Indian or Alaskan Native – All persons having origins in any of the original people of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Native Hawaiian or Pacific Islander – All persons having origins in any of the original people of Hawaii, Guam, Samoa, or other Pacific Islands.

Two or More Races – All persons having two or more of the above Race, National Origin, or Ethnicity.

RELEVANT CIVILIAN LABOR FORCE (RCLF): Relevant CLF data that are directly comparable to Federal workforce data.

RESPONSIBLE OFFICIAL: Executive, Manager, or Supervisor who is accountable for accomplishing an action item.

SUBORDINATE COMPONENT: For MD-715 reporting, is a component that enjoys a certain amount of autonomy from its parent agency.

TARGET DATE: Date (month/year) for completion of an action item.

TOTAL WORKFORCE: All employees of an agency subject to regulations promulgated under 29 CFR Part 1614, including temporary, seasonal, and permanent employees.

TRIGGER: A trigger is 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.