

USAID FISCAL YEAR 2022 MD-715 REPORT

Office of Civil Rights (OCR)
March 2023



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

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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, 2021, to September 30, 2022	

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
3,709	715	4,424

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 for Management and Resources
EEO Program Staff	Name	Title
Principal EEO Official	Ismael Martinez	Director
Affirmative Employment	LaKeta Burgess	Division Chief
Affirmative Employment Program	Kisha Barnes	Team Lead
Complaint Processing Program Manager	Liza Almo	Division Chief
DEIA Officer	Neneh Diallo	Chief DEIA Officer
Hispanic Program Manager (SEPM)	Vacant	
Women's Program Manager (SEPM)	Vacant	
Disability Program Manager (SEPM)	Mark McKay	Disability Program

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		Manager
Special Placement Program Coordinator (Individuals with Disabilities)	Creighton Lee	Outreach and Marketing Program Manager
Reasonable Accommodation Program Manager	Mark McKay	Disability Employment Division Chief
Anti-Harassment Program Manager	Liza Almo	Division Chief
ADR Program Manager	Liza Almo	Division Chief
Compliance Manager	Steven Kelly	EEO Specialist
Principal MD-715 Preparer	Joanne Denney	AE Specialist

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

PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
	None		
EEOC FORMS and Documents Included with This Report:			
Executive Summary [FORM 715-01 PART E], that includes:	X	Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01 PART G]	X
Brief paragraph describing the Agency's mission and mission-related functions	X	EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01 PART H] for each programmatic essential element requiring improvement	X
Summary of results of Agency's annual self-assessment against MD-715 "Essential Elements"	X	EEO Plan to Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	X
Summary of Analysis of Workforce Profiles including net change analysis and comparison to CLF	X	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	X
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	X

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Summary of EEO Plan action items implemented or accomplished	X	Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.	X
Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	X	Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects.	
Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X	Organizational Chart	X

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

Did the Agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	No	OPM did not issue a memo to Agencies requesting to complete the FEORP for FY 22.
Disabled Veterans Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	Yes	
Diversity and Inclusion Plan under Executive Order 13583	Yes	
Diversity Policy Statement	Yes	
Human Capital Strategic Plan	Yes	
EEO Strategic Plan	No	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	Yes	

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Part E.1 – Executive Summary: Agency Mission

Our Mission: On behalf of the American people, we promote and demonstrate democratic values abroad and advance a free, peaceful, and prosperous world. The Office of Civil Rights (OCR) was restructured into four divisions to consolidate the functions of USAID’s Equal Employment Opportunity Program within one organizational unit: Complaints and Resolution, Disability Employment, Affirmative Employment, and Strategic Program Operations. OCR expanded the Affirmative Employment Program to include the required Special Emphasis Programs. In support of America's foreign policy, the U.S. Agency for International Development leads the U.S. government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

Part E.2 - Executive Summary: Essential Elements A – F

OCR organized an action team to prepare the MD-715 report, track accomplishments and progress toward planned activities, produce MD-715 data tables, and analyze workforce data. The Agency’s workforce demographic analysis (race, ethnicity, sex, and disability status) is based on the employment lifecycle (outreach, recruitment, hiring, employee development and advancement, and retention) where employees’ conditions, benefits, and/or privileges of employment may be affected by discriminatory policies, processes, or practices.

OCR coordinated with key stakeholders from across the Agency to analyze USAID’S federal workforce data and assess the Agency’s current efforts to identify and eliminate barriers that impede equal employment opportunities in the workplace. Key stakeholders included the Office of the Administrator; Office of the Chief Diversity Officer (A/DEIA); the Office of Human Capital and Talent Management (HCTM); the Management Bureau (M Bureau); the Bureau for Policy, Planning, and Learning (PPL); the American Federation of Government Employees (AFGE); and the American Foreign Service Association (AFSA).

The Self-Assessment Checklist reflects the overall Agency status as it pertains to each of the 156 total measures that make up the six essential elements, two of which do not apply to USAID. For every deficiency in Part G, there is a corresponding improvement plan in Part H. In

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FY 2022, USAID met 85.71 percent (132) of the compliance measures as compared to 89.61 percent (138) measures in FY 2021; a decrease of 3.90 percent. The difference in FY 2022 measures is due to the understaffing on the Affirmative Employment team during the fiscal year and an inability to fully execute much of the many EEO program responsibilities. 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 2022)			
	# Total	# Met	% Met
Essential Element A: Demonstrated Commitment from Agency Leadership	14	13	92.86%
Essential Element B: Integration of EEO into the Agency's Strategic Mission	39	26	66.66%
Essential Element C: Management and Program Accountability	43	39	88.37%
Essential Element D: Proactive Prevention	14	10	71.43%
Essential Element E: Efficiency	32	32	100%
Essential Element F: Responsiveness and Legal Compliance	12	12	100%
TOTAL (excludes N/A measures)	154	131	86.55%

Element A: Demonstrated Commitment from Agency Leadership

USAID met 13 out of 14 applicable measures for Element A (1 unmet). The Agency developed the recommendations in Part H ([H-1](#)) to ensure the deficiencies are addressed appropriately. Accomplishments for this Element are noted below.

Specifically, in FY 2022:

- USAID released the written EEO Policy Statement to the workforce on October 24, 2022, reaffirming USAID's Commitment to Equal Employment Opportunity.

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- USAID established the Office of Diversity, Equity, Inclusion, and Accessibility (A/DEIA) in the Office of the Administrator, composed of four distinct divisions: People, Workplace, and Culture to oversee the implementation of the USAID DEIA Strategic Plan and monitor progress; Training, to manage the Respectful, Inclusive, and Safe Environment (RISE) Training Platform Communications to coordinate all DEIA communications; Communications and Outreach; and Development Programming, which is responsible for ensuring equity in USAID’s development and humanitarian programming and partnerships. A/DEIA provides oversight and guidance to and partners with Bureau, Independent Office, and Mission (B/IO/M) DEIA Advisors and over 45 DEIA Councils across USAID to make progress on Agency-wide DEIA efforts.
- Throughout FY 2022, the USAID Administrator and Deputy Administrator for Management and Resources sent out Administrator’s Notices and Executive Messages recognizing the accomplishments and contributions of diverse EEO groups during the federally established commemorative months.

Element B: Integration of EEO into the Agency’s Strategic Mission

USAID met 26 out of 39 applicable measures for Element B, with 13 measures not met. The Agency developed the recommendations in Part H ([H-2](#), [H-3](#), [H-4](#), and [H-5](#)) to ensure the deficiencies are addressed appropriately. Accomplishments for this Element are noted below.

Notably, in FY 2022:

- The Agency completed a DEIA Internal Equity assessment, which found the Agency could improve diversity by updating and implementing recruitment and retention strategies. For example, the Agency began several Agency-wide analyses into areas like pay equity and the feasibility of using noncompetitive hiring (such as Schedule A or Disabled Veterans). More analysis is being conducted to identify areas of improvement.
- To increase racial and ethnic diversity in the USAID workforce, USAID funded the Thomas Wyatt Turner Fellowship program to build mutually beneficial relationships with 1890 land-grant institutions and the Feed the Future Innovation Lab for Crop Improvement. This opportunity will enhance Minority-Serving Institution (MSI) contributions to USAID food-security development efforts to reduce poverty, hunger, and malnutrition.
- To foster a more inclusive and transparent Foreign Service Assignments Process, the

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Office of Human Capital and Talent Management (HCTM) assembled a list of best practices and encouraged all staff involved in the bidding process to take USAID’s Understanding Unconscious Bias and Overcoming Your Own Unconscious Biases in the Workplace courses.

- The Agency provided a suite of resources supporting breastfeeding for USAID’s employees at home and abroad. Resources include USAID’s Lactation Program, Resources for the Supervisors of Breastfeeding Employees, and reimbursement for the transport of breast milk while traveling on Temporary Duty Travel (TDY).

Element C: Management and Program Accountability

USAID met 39 out of 43 applicable measures for Element C. with 4 measures not met. The Agency developed recommendations in Part H ([H-3](#), [H-5](#), [H-6](#), and [H-7](#)) to ensure the deficiencies are addressed appropriately. Accomplishments for this Element are noted below.

Particularly, in FY 2022:

- USAID implemented mandatory Agency-wide Inclusive Development training, which reinforces the Agency’s firm commitment to nondiscrimination for beneficiaries regardless of their identity, highlights our policies as they relate to certain marginalized groups including LGBTQI+ persons, and emphasizes our foundational principles of “do no harm” and “nothing about us without us.”
- The Agency revised and disseminated a comprehensive Agency Anti-Harassment policy, Automated Directive Series (ADS) 114 Anti-Harassment Program, that complies with the EEOC's enforcement guidance.
- OCR conducted monthly training open to all hiring mechanisms titled, “Requesting Reasonable Accommodation and Addressing Discrimination & Harassment Complaints.” Approximately 205 members of USAID’s workforce attended.
- The Agency updated ADS 111 *Procedures for Providing Reasonable Accommodation for Individuals with Disabilities* to include gender-neutral, inclusive language and definitions, and the addition of Policies and Procedures for Recording Audio and Video Meetings.

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- In advance of when the General Service Administration stopped providing relay services for accessible meetings after February 13, 2022, to timely provide required services and avoid a lapse in service provision, the Agency began providing Relay Conference Captioning services for Deaf and Hard of Hearing employees as a workplace accommodation. The Reasonable Accommodation (RA) Program Manager serves as the “Agency’s Relay Official” for Federal Communications Commission Telecommunications Relay Service (TRS) to validate workplace request(s) for videophone setup with a TRS provider.
- The Agency conducted a six-month RISE Inclusive Leadership Seminar with 40 leaders from across the Agency focused on moving leaders from listening to action on DEIA-related challenges.
- The Agency implemented a mandatory DEIA component in USAID’s New Field Leaders Seminar, which is a training requirement for all new Mission Directors and Deputy Mission Directors.
- OCR’s Complaints and Resolution Division and Disability Employment Division conducted virtual and in-person training to advise management on their responsibilities within the EEO complaint process, Anti-Harassment inquiries, and Reasonable Accommodations.
- The Acting OCR 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. All senior leaders were invited to this briefing to socialize the importance of the report, the analysis, and the efforts related to affirmative employment.
- In September 2022, the Agency launched a new, proactive process to source resumes from persons with disabilities and veterans and refer these applicants to hiring managers prior to advertising positions on USAJobs. As part of this initiative, the Agency has also developed a secure resume repository for noncompetitive candidates and has created a standard operating procedure to guide the noncompetitive candidate referral process.

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Element D: Proactive Prevention

USAID met 10 of the 14 applicable measures for Element D, with 4 measures not met. The Agency developed the recommendations in Part H ([H-1](#) and [H-5](#)) to ensure that this deficiency is addressed appropriately. Accomplishments for this Element are noted below.

Notably, in FY 2022:

- USAID reorganized the Office of Civil Rights and Diversity into the Office of Civil Rights (OCR) and concurrently established the Office of Diversity, Equity, Inclusion and Accessibility in the USAID Administrator’s Office. Two new Divisions were established in the OCR: Affirmative Employment (AE) Division, which includes Special Emphasis Programs and Policy and Data, and the Disability Employment (DE) Division, which includes the RA Program, Recruitment and Retention of Individuals with Disabilities, and Policy and Data Analysis.
- OCR continued with the training campaign to provide proactive training to bolster resiliency around EEO, Alternative Dispute Resolution (ADR), and anti-harassment issues.
- Over 12,000 members of the total workforce received No FEAR Act training in FY 2022.
- The ADR program took efforts to increase engagement across the workforce by surveying the workforce to assess the program and provide further feedback to bolster participation as a tool to explore engagement. OCR learned that aggrieved individuals knew very little about the ADR program. Therefore, OCR created a brochure about the ADR program. Once an aggrieved individual contacts the office to initiate the process, they are encouraged to consider ADR and receive the brochure as an additional informational tool about the EEO complaint process. OCR also created an EEO Complaints Team Lead position with responsibilities over the complaint process, including the ADR program. Before, OCR had two separate program managers for EEO and ADR. By centralizing the programs, OCR expects increased awareness about the ADR program and a more cohesive approach to offering ADR.
- The Agency provided updated EEO Complaints Team contact information on its internet and intranet sites. In addition, OCR 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.

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- The Anti-Harassment Program closed 99 percent of the 108 contacts received. The program conducted inquiries in an average of 39 days, which is below the 40 days required by Agency policy.
- The DE team developed and provided training virtually using various platforms to 3,870 USAID participants regarding their responsibilities and rights to reasonable accommodation, accessibility, and other disability matters in the workplace.
- The RA Program processed 456 accommodation requests within the time frame of 30 business days, as outlined in its RA policy - ADS 111: Procedures for Providing Reasonable Accommodations to Individuals with Disabilities. The average processing time this fiscal year was nine days, with only one outside of the 30-day limit. This is an increase in the number of RA requests, as in FY 2021, RA processed 298 contacts within seven business days.
- The Agency increased the provision of American Sign Language (ASL) interpreting and Communication Access Realtime Translation Service (CART) services from 17,000 hours in FY 2021 to nearly 19,500 hours.
- The OCR/DE Division presented at the Executive Officers (EXOs) and Controllers call about accessing the Agency's Operating Expenses (OE) Central Accommodation Fund (CAF) to procure reasonable accommodations.
- The Agency began investigating triggers into pay equity amongst men and women in Civil Service (CS) and promotion rate equity in the Foreign Service (FS) ranks.

Element E: Efficiency

USAID met all 32 applicable measures for Element E. Accomplishments for this Element are noted below.

In FY 2022,

- OCR provided training on the workforce's collective EEO responsibilities and the guiding laws, Executive Orders, and regulations that support affirmative employment.
- The Agency launched a campaign to educate the workforce about the SF-256 Self-Identification of Disability and encourage the workforce to update their disability status.
- The Agency provided updated EEO Complaints Team contact information on its internet and intranet sites. In addition, OCR regularly disseminates EEO information in electronic communications to all members of the Agency's workforce and uses a single email

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address (eecomplaints@usaid.gov) to communicate with counselors and EEO specialists to ensure effective and efficient communications.

- The Anti-Harassment Program closed 99 percent of the 108 contacts received. The program conducted inquiries in an average of 39 days, which is below the 40 days required by Agency policy.

Element F: Responsiveness and Legal Compliance

USAID met all 12 applicable measures for Element F. Accomplishments for this Element are noted below.

In FY 2022, 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.

Part E.3 - Executive Summary: Workforce Analysis

As of September 30, 2022, USAID's total federal workforce (permanent and temporary) consisted of 4,424 employees, according to USAID's payroll provider, the Department of Agriculture. The workforce consisted of 3,709 permanent employees, of which 1,746 were CS employees and 1,963 were FSOs. The FY 2022 total federal workforce increased by 4.44 percent from FY 2021. The tables below provide detail of the percentages of USAID's federal workforce by race, ethnicity, sex, and disability status.

In accordance with EEOC’s MD-715 guidance, OCR examined FY 2022 workforce data for USAID’s federal employees and five mission-critical occupational series: Management and Program Analysis Series (0343 Series), Miscellaneous Administration & Program (0301 Series), Contracting (1102 Series), Information Technology (2210 Series), Administrative Officer (0341 Series) in six areas spanning the employment lifecycle. USAID’s global workforce comprises

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people from many different hiring mechanisms, including United States direct hire (USDH) federal employees (Civil Service [CS] and Foreign Service [FS]); personal services contractors (PSCs); and institutional support contractors (ISCs). The data collected for this report represents USAID and USDH federal employees, which make up about one-third of the Agency's workforce. Conducting an analysis based on the workforce numbers is the first step of the overall barrier analysis process, known as trigger analysis.

The EEOC defines a trigger as a trend, disparity, or anomaly that suggests the need for further inquiry into a particular Agency policy, practice, procedure, or condition. Triggers were identified by comparing the representation or participation rates for a particular group (e.g., percentage of Hispanic/Latino Males in the USAID federal workforce) to the appropriate comparison or the Federal goal value (e.g., percentage of Hispanic/Latino Males in the CLF/ACS). Per EEOC guidance, any disparity greater than one percentage point as compared to the CLF is considered a trigger. When discussing persons with disabilities and targeted disabilities, not meeting the Federal Goals of 12 percent and 2 percent respectively in the overall workforce and in the grade clusters (GS-1 through GS-10, GS-11 through Senior Executive Service (SES)/Senior Foreign Service (SFS)), is a trigger. This is true even if there is only a 0.01 percent difference. Similarly, the trigger regarding participation rate of the SES/SFS Cadres comes from the comparison of the representation rate in the total workforce of the racial/ethnic minority group, sex, or disability status group being assessed and their representation within the SES/SFS Cadres.

It is important to mention that data is pulled from several sources, and data found within these systems require voluntary self-identification of demographic information (i.e., race, national origin, disability status, and sex). Furthermore, the data tables corresponding to this report is an EEOC template. Keeping this in mind, it may be possible for data to be inconsistent either because self-identification was not made by employees, data was entered incorrectly into the system, system crosswalks are misaligned, or the template does not allow for a field (for example, in applicant flow data tables USA Staffing has an “omitted” category when comparing sex and race/national origin data that EEOC does not have). This is something USAID continues to work with stakeholders and partners about so that data can be as accurate as possible for analysis.

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In addition, several triggers were noted throughout this report relating to various race, national origin, sex, and disability status categories. It is important to note that this report requires analysis on the underrepresentation of women, minorities, persons with disabilities/targeted disabilities, and the intersectionality of those categories only. Upon completion of trigger analysis, further research is done into the root cause of the triggers noted, which is the remainder of the barrier analysis process. Barrier analysis is a year-round, Agency-wide activity to determine what policies, practices, procedures, and/or conditions may be causing barriers to underrepresented women, minority, and disability groups. In FY 2022, due to a shortage of staff, USAID was not able to conduct a thorough barrier analysis. Therefore, the FY 2021 plans were modified to create a more streamlined and strategic approach to the various triggers. The Agency understands that all of these triggers are important and require analysis, but must be methodical about the root cause analysis. Accordingly, the triggers noted below will be reviewed in the FY 2023 - 2025 reporting cycles.

Part I- Summary of Triggers Leading to Barrier Analysis	
<u>Trigger I-1</u>	Underrepresentation exists for several groups and further analysis needs to be conducted into pay equity among Males and Females in the Civil Service Permanent Workforce.
<u>Trigger I-2</u>	Underrepresentation exists for several groups and further analysis needs to be conducted into all groups regarding equity in the promotion process in the Foreign Service Permanent Workforce.

Part J- Summary of Triggers Leading to Barrier Analysis	
<u>Trigger J-1</u>	Underrepresentation exists in several categories related to persons with disabilities and persons without targeted disabilities, requiring further analysis for strategic barrier analysis.

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USAID Workforce Summary

USAID total workforce by sex and race/ethnicity compared to the Civilian Labor Force (CLF) 2014-2018 five-year American Community Survey (ACS) benchmark and disability status as compared to the Federal Disability Goals (“Disability Goals”).

USAID Total Workforce Summary					
Fiscal Year Comparison					
Demographic Category	FY21	FY22	CLF (2014-2018 ACS)	Current FY Gap	
USAID Total Workforce	4,209	4,424			
Male	43.76%	43.20	51.79%	-8.59%	
Female	56.24%	56.80	48.21%	8.59%	
Hispanic/Latino	Male	2.80%	2.89	6.82%	-3.93%
	Female	3.68%	3.84	6.16%	-2.32%
White	Male	29.70%	28.77	35.64%	-6.87%
	Female	31.58%	31.69	31.82%	-0.13%
African American/Black	Male	7.01%	6.98	5.70%	1.28%
	Female	14.04%	14.06	6.61%	7.45%
Asian	Male	3.83%	4.09	2.19%	1.90%
	Female	6.11%	6.35	2.18%	4.17%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.00%	0.08%	-0.08%
	Female	0.10%	0.09%	0.08%	0.01%
American Indian/ Alaska Native	Male	0.17%	0.16%	0.31%	-0.15%
	Female	0.19%	0.18	0.31%	-0.13%

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Two or More Races	Male	0.26%	0.29%	1.05%	-0.76%
	Female	0.55%	0.59%	1.05%	-0.46%

USAID’s workforce is composed of Civil Service and Foreign Service employees, both permanent and temporary. The chart and the analysis below are based on the permanent federal workforce, which will be used for analysis throughout the remainder of the report. Where possible, USAID’s Foreign Service will also be analyzed. Red indicates a trigger or anomaly between the CLF/ACS and the workforce numbers. While each trigger is highlighted, USAID is not able to focus on every disparity all at once. Therefore, Part I provides the action plan items for further analysis in the FY 2023 - FY 2025 reporting cycles.

USAID Total Permanent Workforce Participation Rates Fiscal Year Comparison					
Demographic Category		FY21	FY22	CLF (2014-2018 ACS)	Current FY Gap
USAID Total Permanent Workforce		3,558	3,709		
Male		44.91%	44.70%	51.79%	-7.09%
Female		55.09%	55.30%	48.21%	7.09%
Hispanic/Latino	Male	3.06%	3.13%	6.82%	-3.69%
	Female	3.60%	3.64%	6.16%	-2.52%
White	Male	30.16%	29.41%	35.64%	-6.23%
	Female	29.62%	29.74%	31.82%	-2.08%
African American/Black	Male	7.45%	7.60%	5.70%	1.90%
	Female	15.23%	15.02%	6.61%	8.41%

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Asian	Male	3.88%	4.18%	2.19%	1.99%
	Female	5.73%	5.96%	2.18%	3.78%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.00%	0.08%	-0.08%
	Female	0.08%	0.08%	0.08%	0.08%
American Indian/ Alaska Native	Male	0.17%	0.16%	0.31%	-0.15%
	Female	0.22%	0.22%	0.31%	-0.09%
Two or More Races	Male	0.20%	0.22%	1.05%	-0.83%
	Female	0.59%	0.65%	1.05%	-0.40%
Total Permanent Workforce: Disability Representation Rates					
Disability Category		FY21	FY22	Federal Disability Hiring Goal	Current FY Gap
Persons with Disability (PWD)		5.25%	5.42%	12.00%	-6.58%
Persons with Targeted Disability (PWTD)		1.38%	1.31%	2.00%	-0.69%

The largest permanent employee group by race or ethnicity for FY 2022 is White (59.15%), followed by African American/Black (22.62%), Asian (10.14%), Hispanic/Latino (6.77%), Two or more races (0.87%), American Indian/Alaskan Native (0.38%), and Native Hawaiian/Other Pacific Islander (0.08%).

Of the permanent workforce, 55.30% are Females and 44.70% are Males. Of the total workforce, 90.30% of employees have no reported disabilities or did not identify a disability, 5.42% have a reported disability, of which, 1.31% employees have a targeted disability.

- a. **Lower than expected representation of Hispanic/Latino Males and Females in the total permanent USAID workforce in FY 2022.**

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The FY 2022 participation rate for Hispanic/Latino Males in FY 2022 was 3.13%, under their CLF representation rate of 6.82% (gap: -3.69%). While the representation rate of Hispanic/Latino Males did slightly increase by +0.07% from FY 2021, they still remain an underrepresented group for this fiscal year.

The FY 2022 participation rate for Hispanic/Latino Females in FY 2022 was 3.64%, under their CLF representation rate of 6.16% (gap: -2.52%). While the representation rate of Hispanic/Latino Females did slightly increase by +0.04% from FY 2021, they remain an underrepresented group for this fiscal year.

b. Lower than expected representation of White Females in the total permanent USAID workforce in FY 2022.

The FY 2022 participation rate for White Females in FY 2022 was 29.74%, under their CLF representation rate of 31.82% (gap: -2.08%). The representation rate of White Females did slightly decrease by -0.12% from FY 2021, and they still remain an underrepresented group for this fiscal year.

c. Lower than expected representation of Native Hawaiian/Other Pacific Islander Males in the total USAID workforce in FY 2022.

The FY 2022 participation rate for Native Hawaiian/Other Pacific Islander Males in FY 2022 was 0.00%, under their CLF representation rate of 0.08% (gap: -0.08%). The representation rate for Native Hawaiian/Other Pacific Islander Males remains 0.00% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

d. Lower than expected representation of American Indian or Alaska Native Males and Females in the total USAID workforce in FY 2022.

The FY 2022 participation rate for American Indian or Alaska Native Males in FY 2022 was 0.16%, under their CLF representation rate of 0.31% (gap: -0.15%). The representation rate for American Indian or Alaska Native Males slightly decreased by 0.01% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

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The FY 2022 participation rate for American Indian or Alaska Native Females in FY 2022 was 0.22%, under their CLF representation rate of 0.31% (gap: -0.09%). The representation rate of American Indian or Alaska Native Females did not change from FY 2021, they remain as an underrepresented group for this fiscal year.

e. Lower than expected representation of Two or More Races Males and Females in the total USAID workforce in FY 2022.

The FY 2022 participation rate for Two or More Races Males in FY 2022 was 0.22%, under their CLF representation rate of 1.05% (gap: -0.83%). While the representation rate of Two or More Races Males did slightly increase by 0.02% from FY 2021, they still remain an underrepresented group for this fiscal year.

The FY 2022 participation rate for Two or More Races Females in FY 2022 was 0.65%, under their CLF representation rate of 1.05% (gap: -0.40%). While the representation rate of Hispanic/Latino Males did slightly increase by 0.06% from FY 2021, they still remain an underrepresented group for this fiscal year.

f. Lower than expected representation of Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD) in the total USAID workforce in FY 2022.

The FY 2022 participation rate for PWD in FY 2022 was 5.42%, under their Federal Goal representation rate of 12% (gap: -6.58%). The representation rate of PWD decreased slightly by 0.17% from FY 2021, they still remain an underrepresented group for this fiscal year.

The FY 2022 participation rate for PWTD in FY 2022 was 1.31%, under their Federal Goal representation rate of 2.00% (gap: -0.69%). While the representation rate of PWTD did slightly decrease by 0.07% from FY 2021, they still remain an underrepresented group for this fiscal year.

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USAID Civil Service (CS) Permanent Workforce

USAID’s FY 2022 CS permanent workforce is underrepresented in several categories, which will require further investigation and analysis into the root cause of the underrepresentation. The table below details underrepresented groups within the CS workforce only.

USAID Civil Service (CS) Permanent Workforce Participation Rates Fiscal Year Comparison					
Demographic Category		FY21	FY22	CLF (2014-2018 ACS)	Current FY Gap
Total CS Permanent Workforce		1,744	1,783		
Hispanic/Latino	Male	2.98%	3.14%	6.82%	-3.69%
	Female	3.96%	3.87%	6.16%	-2.29%
White	Male	22.53%	22.32%	35.64%	-13.32%
	Female	28.33%	28.88%	31.82%	-2.94%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.00%	0.08%	-0.08%
	Female	0.06%	0.06%	0.08%	-0.02%
American Indian/ Alaska Native	Male	0.11%	0.11%	0.31%	-0.20%
	Female	0.17%	0.17%	0.31%	-0.14%
Two or More Races	Male	0.17%	0.17%	1.05%	-0.88%
	Female	0.63%	0.67%	1.05%	-0.38%
Total CS Permanent Workforce: Disability Representation Rates					

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Disability Category	FY21	FY22	Federal Disability Hiring Goal	Current FY Gap
Persons with Disability (PWD)	8.68%	9.03%	12.00%	-2.97%

a. Lower than expected representation of Hispanic/Latino Males and Females in the USAID Civilian Service workforce in FY 2022.

The FY 2022 participation rate for Hispanic/Latino Males in FY 2022 was 3.14%, under their CLF representation rate of 6.82% (gap: -3.68%). While the representation rate of Hispanic/Latino Males did slightly increase by 0.16% from FY 2021, they still remain an underrepresented group for this fiscal year.

The FY 2022 participation rate for Hispanic/Latino Females in FY 2022 was 3.87%, under their CLF representation rate of 6.16% (gap: -2.29%). While the representation rate of Hispanic/Latino Females did slightly decrease by 0.09% from FY 2021, they still remain an underrepresented group for this fiscal year.

b. Lower than expected representation of White Females in the USAID Civilian Service workforce in FY 2022.

The FY 2022 participation rate for White Females in FY 2022 was 28.88%, under their CLF representation rate of 31.82% (gap: -2.948%). The representation rate for White Females slightly increased by 0.55% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

c. Lower than expected representation of Native Hawaiian/Other Pacific Islander Males and Females in the USAID Civilian Service workforce in FY 2022.

The FY 2022 participation rate for Native Hawaiian/Other Pacific Islander Males in FY 2022 was 0.00%, under their CLF representation rate of 0.08% (gap: -0.08%). The representation rate for Native Hawaiian/Other Pacific Islander Males remains 0.00% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

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The FY 2022 participation rate for Native Hawaiian/Other Pacific Islander Females in FY 2022 was 0.06%, under their CLF representation rate of 0.08% (gap: -0.02%). The representation rate of Native Hawaiian/Other Pacific Islander Females remained 0.06% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

d. Lower than expected representation of American Indian/Alaska Native Males and Females in the USAID Civilian Service workforce in FY 2022.

The FY 2022 participation rate for Native Indian/Alaska Native Males in FY 2022 was 0.11%, under their CLF representation rate of 0.31% (gap: -0.20%). The representation rate of Native Indian/Alaska Native Males remained at 0.11% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

The FY 2022 participation rate for Native Indian/Alaska Native Females in FY 2022 was 0.17%, under their CLF representation rate of 0.31% (gap: -0.14%). The representation rate of Native Indian/Alaska Native Females remained at 0.17% from FY 2021, they still remain an underrepresented group for this fiscal year.

e. Lower than expected representation of Two or More Races Males and Females in the USAID Civilian Service workforce in FY 2022.

The FY 2022 participation rate for Two or More Races Males in FY 2022 was 0.17%, under their CLF representation rate of 1.05% (gap: -0.88%). While the representation rate of Two or More Races Males remained 0.17% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

The FY 2022 participation rate for Two or More Races Females in FY 2022 was 0.67%, under their CLF representation rate of 1.05% (gap: -0.38%). While the representation rate of Two or More Races Females did slightly increase by 0.04% from FY 2021, they still remain an underrepresented group for this fiscal year.

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f. Lower than expected representation of PWD Overall and within Grade Clusters in the USAID Civilian Service workforce in FY 2022.

The FY 2022 participation rate for PWD in FY 2022 was 9.03%, under their Federal Goal representation rate of 12% (gap: -2.97%). The representation rate of PWD increased slightly by 0.35% from FY 2021, they still remain an underrepresented group for this fiscal year.

USAID Foreign Service (FS) Permanent Workforce

USAID’s FY 2022 FS permanent workforce is underrepresented in several categories, which will require further investigation and analysis into the root cause of the underrepresentation. The table below details underrepresented groups within the FS workforce only.

USAID Total Foreign Service (FS) Permanent Workforce Participation Rates Fiscal Year Comparison					
Demographic Category		FY21	FY22	CLF (2014-2018 ACS)	Current FY Gap
Total FS Permanent Workforce		1,814	1,926		
Male		50.28%	49.84%	51.79%	-1.95%
Hispanic/Latino	Male	3.14%	3.12%	6.82%	-3.70%
	Female	3.25%	3.43%	6.16%	-2.73%
White	Male	37.49%	35.98%	35.64%	-0.34%
	Female	30.87%	30.53%	31.82%	-1.29%
Native Hawaiian/ Other Pacific Islander	Male	0.00%	0.00%	0.08%	-0.08%
	Female	0.22%	0.21%	0.31%	-0.10%

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American Indian/ Alaska Native	Female	0.28%	0.26%	0.31%	-0.05%
Two or More Races	Male	0.22%	0.26%	1.05%	-0.79%
	Female	0.55%	0.62%	1.05%	-0.43%
Total FS Permanent Workforce: Disability Representation Rates					
Disability Category		FY21	FY22	Federal Disability Hiring Goal	Current FY Gap
Persons with Disability (PWD)		2.48%	2.85%	12.00%	-9.15%
Persons with Targeted Disability (PWTD)		0.75%	0.74%	2.00%	-1.26%

a. Lower than expected representation of Hispanic/Latino Males and Females in the USAID Foreign Service workforce in FY 2022.

The FY 2022 participation rate for Hispanic/Latino Males the FS for FY 2022 was 3.12%, under their CLF representation rate of 6.82% (gap: -3.70%). While the representation rate of Hispanic/Latino Males did slightly decrease by 0.02% from FY 2021, they still remain an underrepresented group for this fiscal year.

The FY 2022 participation rate for Hispanic/Latino Females in the FS for FY 2022 was 3.43%, under their CLF representation rate of 6.16% (gap: -2.73%). While the representation rate of Hispanic/Latino Females did slightly increase by 0.18% from FY 2021, they still remain an underrepresented group for this fiscal year.

b. Lower than expected representation of White Females in the USAID Foreign Service workforce in FY 2022.

The FY 2022 participation rate for the FS White Females for FY 2022 was 30.53%, under their CLF representation rate of 31.82% (gap: -1.29%). While the representation rate of

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White Females did slightly increase by 0.34% from FY 2021, they still remain an underrepresented group for this fiscal year.

c. Lower than expected representation of Native Hawaiian/Other Pacific Islander Males in the USAID Foreign Service workforce in FY 2022.

The FY 2022 participation rate for Native Hawaiian/Other Pacific Islander Males the FS for FY 2022 was 0.00%, under their CLF representation rate of 0.08% (gap: -0.08%). The representation rate of Native Hawaiian/Other Pacific Islander Males remained 0.00% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

d. Lower than expected representation of American Indian/Alaska Native Males and Females in the USAID Foreign Service workforce in FY 2022.

The FY 2022 participation rate for American Indian/Alaska Native Males the FS for FY 2022 was 0.21%, under their CLF representation rate of 0.31% (gap: -0.10%). The representation rate of American Indian/Alaska Native Males slightly decreased by 0.01% from FY 2021, they still remain an underrepresented group for this fiscal year.

The FY 2022 participation rate for American Indian/Alaska Native Females in the FS for FY 2022 was 0.26%, under their CLF representation rate of 0.31% (gap: -0.05%). The representation rate of American Indian/Alaska Native Females did slightly decrease by 0.02% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

e. Lower than expected representation of Two or More Races Males and Females in the USAID Foreign Service workforce in FY 2022.

The FY 2022 participation rate for Two or More Races Males in FY 2022 was 0.26%, under their CLF representation rate of 1.05% (gap: -0.79%). The representation rate of Two or More Races Males increased by 0.04% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

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The FY 2022 participation rate for Two or More Races Females in FY 2022 was 0.62%, under their CLF representation rate of 1.05% (gap: -0.43%). While the representation rate of Two or More Races Females did slightly increase by 0.08% from FY 2021, they still remain an underrepresented group for this fiscal year.

f. Lower than expected representation of PWD/PWTD in the USAID Foreign Service workforce in FY 2022.

The FY 2022 participation rate for PWD in the overall FS workforce for FY 2022 was 2.85%, under their Federal Goal representation rate of 12.00% (gap: -9.15%). While the representation rate of PWD slightly increased by 0.37% from FY 2021, they still remain an underrepresented group for this fiscal year.

The FY 2022 participation rate for PWTD in the overall FS for FY 2022 was 0.74%, under their Federal Goal representation rate of 2.00% (gap: -1.26%). The representation rate of PWTD slightly decreased 0.01% from FY 2021, maintaining their category as an underrepresented group for this fiscal year.

Barriers to the Senior Executive Service (SES) and Senior Foreign Service (SFS) Level Positions

In FY 2023, USAID plans to conduct barrier analysis to determine the root cause(s) driving the lower than expected participation rates at the SES level as noted in the two charts below. In particular, USAID intends to analyze its immediate GS-14 and G-S15 feeder pools to the SES positions; and to analyze whether there is a glass ceiling¹, a blocked pipeline, and/or any other impediments to equal opportunity.

¹ The term glass ceiling is used to describe an impassable barrier that keeps a certain group of individuals from advancing their careers regardless of their qualifications.

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FY 2022 Lower Than Expected Participation Rates at the CS - SES Level				
Race, Ethnicity, Sex, Disability Status		FY 2022		Current FY Gap
		% of USAID SES Workforce	% of USAID Permanent Workforce	
Hispanic/Latino	Male	0.00%	3.14%	-3.14%
	Female	2.27%	3.87%	-1.60%

a. Lower than expected representation of Hispanic/Latino Male and Females in the Senior Executive Service (SES) in the USAID workforce in FY 2022.

In FY 2022, USAID had 0.00% Hispanic/Latino Males in the SES ranks, which denotes lower than expected representation of Hispanic/Latino Males in the SES ranks since the Hispanic/Latino Males participation rate in the USAID permanent workforce is 3.14%. Compared to White Males who represented 22.32% of the permanent workforce and 38.64% of SES.

The FY 2022 participation rate for Hispanic/Latino Females in SES positions (2.27%) is lower than expected as compared to the participation rate of Hispanic/Latino Females in the USAID permanent workforce of 3.87%. From FY 2021 to FY 2022, the number of Females in the SES Cadre had a net increase of 0.10%.

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FY 2022 Lower Than Expected Participation Rates at the FS - SFS Level				
Race, Ethnicity, Sex, Disability Status		FY 2022		Current FY Gap
		% of USAID SFS Workforce	% of Permanent USAID Workforce	
Hispanic/Latino	Male	3.12%	3.14%	-0.02%
	Female	3.43%	3.87%	-0.44%
African American/Black	Male	4.27%	6.39%	-2.12%
	Female	4.88%	9.09%	-4.21%
Asian	Male	0.61%	3.89%	-3.28%

For participation rate analysis, a comparison is done between the representation rate of the specific category as it relates to their representation at the senior levels. The goal of this trigger analysis is to determine if groups are participating according to their overall representation in the workforce. Ideally, the participation rate should be within a 1% difference. The following categories had underrepresentation at the SFS ranks in the USAID permanent FS workforce:

a. Lower than expected representation of Hispanic/Latino Males and Females in the Senior Foreign Service (SFS) workforce in FY 2022.

The FY 2022 participation rate for Hispanic/Latino Males and Females in SFS positions (1.83% for both, respectively) is lower than expected as compared to the participation rate of Hispanic/Latinos in the USAID permanent workforce with Hispanic/Latino Males at 3.12% and Hispanic/Latino Females at 3.43% (gap: -1.29% and -1.60%, respectively).

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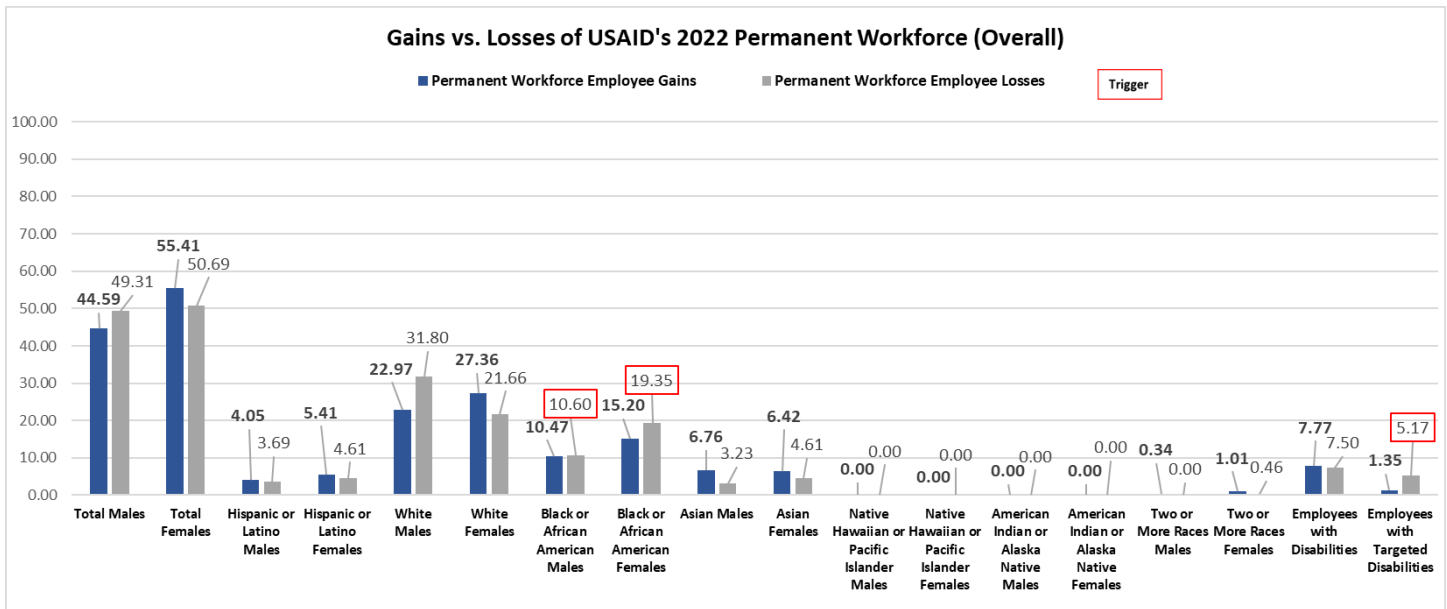
b. Lower than expected representation of African American/Black Males and Females in SFS workforce in FY 2022.

The FY 2022 participation rate for African American/Black Males and Females in SFS positions (4.27% and 4.88%, respectively) is lower than expected as compared to the participation rate of African American/Black SFSs in the USAID permanent workforce with African American/Black Males at 6.39% and African American/Black Females at 9.09% (gap: -2.12% and -4.21%, respectively).

c. Lower than expected representation of Asian Males in the SFS workforce in FY 2022.

The FY 2022 participation rate for Asian Males in SFS positions (0.61%) is lower than expected as compared to the participation rate of Asian Males in the FS permanent workforce with Asian Males at 3.89% (gap: -3.28%).

USAID Total Permanent Employee Gains vs Losses



- The FY 2022 Gains and Losses from USAID 2022 Permanent workforce show three potential triggers requiring further analysis to determine if a barrier exists. The following triggers were identified:

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- **African American/Black Males and Females** are exiting the agency at a higher rate than the group gains.
 - African American/Black Males are leaving the agency at a rate of 10.60% in comparison to 10.47% entry rate, -0.13% difference.
 - African American/Black Females are exiting the agency at a rate of 19.35%, in comparison to entering the agency at a rate of 15.20%, -0.13% difference.

- **Employees with Targeted Disabilities** exited the agency more than three times their entry rate of 1.35%, with an exit rate of 5.17%, a difference of -3.82%.

Complaints Trends²

The number of formal EEO complaints increased from FY 2021 (31) to FY 2022 (39). In FY 2022, the top bases alleged were disability, reprisal, race, and sex. The top three issues in FY 2022 were other/terms and conditions of employment, harassment, and training. Through interactive training, USAID continues to educate its workforce on their regulatory and Agency rights and responsibilities in the federal sector complaint process. In FY 2023, USAID plans to conduct required supervisory training as a preventative measure.

Fiscal Year (FY)	Informal Cases Initiated	Formal Complaints Filed
2018	54	30
2019	54	25
2020	54	29
2021	45	31
2022	62	39

² Source: USAID 462 Reports.

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Trend of Formal Complaints by Issue									
FY 2018		FY 2019		FY 2020		FY 2021		FY 2022	
Issues	# Filed	Issues	# Filed	Issues	# Filed	Issues	# Filed	Issues	# Filed
Performance Evaluation/ Appraisal	15	Assignment of Duties	15	Terms/ Conditions of Employment	18	Promotion/ Non-Selection	25	Other/Terms/ Conditions of Employment	37
Constructive Discharge	8	Terms/ Conditions of Employment	13	Harassment (non-sexual)	16	Appointment/ Hire	21	Harassment (Non-Sexual)	36
Promotion/ Non-Selection	8	Harassment (non-sexual)	5	Promotion/ Non-Selection	10	Performance Evaluation/ Appraisal	15	Training	15
Terms/ Conditions of Employment	6	Promotion/ Non-Selection	5	Assignment of Duties	8	Harassment (non-sexual)	11	Performance Evaluation/ Appraisal	12
Harassment (non-sexual)	4	Pay including Overtime	5	Time and Attendance	8	Terms/ Conditions of Employment	7	Promotion / Non-Selection	12
Reasonable Accommodation	4	Contractor Renewal	5	-	-	-	-	-	-

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Number of Formal Complaints by Basis				
FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Sex (14)	Sex (8)	Reprisal (14)	Reprisal (18)	Disability (18)
Disability (9)	Race (7)	Race (14)	Race (11)	Reprisal (17)
Reprisal (7)	Reprisal (7)	Sex (12)	Sex (11)	Race (12)
National Origin (6)	Age (6)	Color (7)	Disability (8)	Sex (12)
Age (6)	National Origin (5)	Disability (7)	Age (7)	Religion (9)
Race (6)	-	-	Color and National Origin (4)	-

Trends Based on Complaints Data

In reviewing the year-over-year complaints data, the bases of sex and reprisal have consistently been in the top three bases. Promotions/Non-selection (internal selections), terms/conditions of employment, and harassment (non-sexual) have been in the top issues since FY 2018. Harassment and Terms/Conditions of Employment were both higher than that have been in any other fiscal year. Finally, while the number of informal contacts are roughly the same each fiscal year, the number of formal complaints have risen every year since FY 2019. This information will be considered as USAID continues to conduct a thorough barrier analysis.

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Part E.4 - Executive Summary: Accomplishments

During FY 2022, USAID counted several accomplishments related to the Agency's EEO Program. The Agency has prioritized finding ways to expand the permanent workforce and secure equitable benefits for all who contribute to our mission. Additionally, the Agency has continued to support advances in pay equity, flexible schedules, and access to professional training.

In response to Executive Order 14035, and support of the government-wide Strategic Plan to Advance DEIA in the Federal Workforce, USAID conducted an Agency-wide voluntary survey to establish a baseline for DEIA-related metrics and demographic data and enable longitudinal evaluation at the Agency level and within sub-components. The survey will allow USAID to conduct further analysis into areas of disparity among EEO groups.

Additional FY 2022 accomplishments include the following:

- The Agency developed the Organizational Health Indicator (OHI) Dashboard, a business management tool used by senior leadership to assess the current state of Agency operations and define priorities for improvement in the areas of: Accountability, Capabilities, Coordination & Control, Direction, Employee Engagement, Innovation & Learning, Service Orientation, and Work Environment. FY 2022 advances of the OHI Dashboard include expanded demographic data metrics and inclusion of the President's Management Council (PMC) Pulse Survey data and the Federal Employee Viewpoint Survey (FEVS). In FY 2022, USAID scored an 82 percent organizational health score (moderate health), which will be used as a baseline score going forward to track trends and accomplishments.
- OCR conducted training for all new Foreign Service Officers through the Career Candidates Corps Orientation to promote the EEO program and provide avenues to report discriminatory and harassing behavior and retaliation.

Beyond the Workforce Accomplishments

USAID is committed to DEIA. Efforts have resulted in a number of accomplishments both internal and external to the Agency. USAID has more than 80 Missions across the world where

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we strive for creating fair and equitable places to live and work. Some of the Agency’s work and accomplishments outside of the affirmative employment arena are highlighted below.

- On May 5, 2022, USAID hosted a public-facing event focused on raising awareness of the long history of anti-Asian American racism, stigmatization, erasure, and violence. The event, titled, “History Doesn’t Have to Repeat: The History of Anti-Asian American Violence in the United States – and What We Can Do About It Today,” featured remarks from Administrator Samantha Power, Deputy Administrator Paloma Adams-Allen, Representative Grace Meng, and Deputy Assistant to the President and Asian American and Pacific Islander Senior Liaison Erika Moritsugu, followed by a panel discussion with experts.
- On June 23, 2022, USAID Administrator Samantha Power and Senior LGBTQIA+ Coordinator Jay Gilliam hosted, “Pride@USAID: Accelerating Advancements in LGBTQIA+ Inclusive Development,” an interactive discussion on the ways USAID programs, policies, and staff are working to realize LGBTQIA+ inclusive development globally.
- USAID participated in the National Security Council Roundtable with Activists to Discuss LGBTQIA+ Issues, which further emphasized the Administration’s commitment to protecting and defending LGBTQIA+ human rights globally.
- USAID updated LGBTQIA+ 101 training with current and more inclusive content. This training provides an overview of LGBTQIA+ terminology and definitions, U.S. government and USAID policies, and information on how to promote an affirming workplace for all LGBTQIA+ people, with current and more inclusive terminology.
- USAID’s RISE learning and engagement platform has trained more than 6,000 discrete USAID staff members (43 percent of the workforce) and offered over 650 RISE trainings, seminars, and events on anti-harassment, unconscious bias, and racial sensitivity, microaggressions, and professionalism.
- The Agency began requiring Unconscious Bias training for Foreign Service Promotion, Tenure, and Assignment Board members.
- USAID’s Asia Bureau, in partnership with California State University Long Beach, hosted Partnering to End the Pandemic: Lessons Learned from USAID and Asia’s Local COVID-19 Heroes, a USAID-MSI outreach event that supported expanded outreach to underserved communities to diversify USAID’s career pipeline.

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- USAID/GenDev and State/SGWI co-hosted an interagency workshop attended by 12 departments and agencies developing the first-ever U.S. Strategy for Women's Economic Security (WES) Globally under the National Strategy on Gender Equity and Equality.
- USAID's Latin America and Caribbean (LAC) Bureau facilitated a Memorandum of Understanding (MOU), with Florida International University (FIU) to engage its students in USAID-sponsored paid internships, fellowships, and mentorships, allowing them to learn about USAID's role in U.S. foreign policy while bringing their unique and valuable perspectives on the region—often informed by close personal ties—to the Agency's work. The MOU with FIU (with a student body of 58,000, of which 60 percent is Hispanic/Latino and 14 percent are African American/Black) is the first with a majority Hispanic-Serving Institution (HSI) and represents part of the Agency's focused effort to diversify its workforce.
- The Agency awarded during the fourth quarter of FY 2022 a contract to assist USAID to implement a FedRAMP-based reasonable accommodation case management system to enable applicants and Agency workforce to file requests in FY 2024 for improved programmatic efficiencies.

Part E.5 - Executive Summary: Planned Activities

In FY 2023, USAID will continue to make meaningful progress in creating and maintaining a Model EEO Program. Some of those planned efforts are:

- OCR will establish a Barrier Analysis Working Group (BAWG) to undertake a renewed concerted effort to conduct in-depth barrier analysis on existing barriers identified in Part I-FY 2022 *EEO Plan to Eliminate Identified Barriers*. The BAWG will comprise key stakeholder Bureaus and Independent Offices across USAID, including, but not limited to, the following: the Offices of the Chief Diversity Officer (A/DEIA), Human Capital and Talent Management (HCTM) and General Counsel, the Bureau for Management as well as regional and functional bureaus, and the American Federation of Government Employees (AFGE), and the American Foreign Service Association (AFSA). The USAID BAWG, in collaboration with OCR/AE's Policy and Data Division, will conduct in-depth barrier analysis based on identified triggers. The barrier analysis process includes, but is

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not limited to: reviewing workforce demographic data in numerical form to identify triggers; conducting a series of fact-finding inquiries with offices, employees, and other stakeholders to gather qualitative data; reviewing quantitative and qualitative data to identify root causes of the noted triggers; coordinating the implementation and tracking of action plans to eradicate barriers; reviewing plans of action to ensure feasibility; and establishing an accountability structure. The Agency anticipates this effort will take up to three years to fully identify barriers and begin to develop and monitor action plans. By the end of FY 2023, USAID expects to have identified focus areas for strategic barrier analysis. Barrier analysis to this degree will place the Agency in a position to actively address the identified barriers and make meaningful progress toward becoming a Model EEO program.

- The OCR will organize a Staff Assistance Visit (SAV) Team to conduct thorough, accurate, and effective EEO Program assessments of USAID's sub-components, including field offices. The objective of the SAV is to create and maintain a Model EEO Program across the Agency, in support of USAID's Mission, Vision and Values, The Agency's Commitment to Equal Employment Opportunity, and DEIA Strategic Plan. The SAV will be used as an informational and educational tool for the workforce to learn more about the Agency's EEO Program functions and their EEO rights and responsibilities.
- The Agency continues to make strides in diversifying the workforce by expanding recruitment pipelines to MSIs, including Historically Black Colleges and Universities (HBCU). These efforts include hosting an Arab American recruitment event, annual HSI and HBCU Conferences and Asian American and Native American Pacific Islander Serving Institutions and Tribal Colleges and Universities symposium.
- In FY 2022, the Agency conducted two internal Schedule A Symposia meetings with managers and employees. The goal of these sessions was to discuss Schedule A as a special hiring authority and how to use it to appoint persons with disabilities. In addition, the information session was used to educate Agency personnel on how to submit documentation to be considered Schedule A eligible.
- The Agency conducted its first virtual job fair for persons with disabilities. Internal and external applicants both submitted resumes and Schedule A letters to be adjudicated for possible interview and selection to positions within different Bureaus and Independent Offices across USAID. Additionally, the Agency established a



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noncompetitive resume repository to collect resumes and supporting documentation from candidates eligible under the Schedule A Hiring Authority.

- To build a more nurturing culture for diverse staff, we will expand support for the International Career Advancement Program, which provides mid-level career professional development for foreign affairs professionals from underrepresented groups.
- 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).
- The Agency will continue to improve the collection of Foreign Service data to use as a measure for barrier analysis for USAID’s largest hiring mechanism.

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PART F: USAID Certification

I,	Ismael Marnez, Director, Office of Civil Rights, USAID	am the Principal EEO Director/Official for
	U.S. Agency for International Development	
<p>The Agency has 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, a further evaluation was conducted, and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program are included with this Federal Agency Annual EEO Program Status Report.</p> <p>The Agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p>		
Ismael Marnez, Director, Office of Civil Rights, USAID		
Signature of Principal EEO Director/Official Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEOC MD-715		Date 3/16/2023
Paloma Adams-Allen Deputy Administrator for Management and Resources, USAID		
Signature of Agency Head or Agency Head Designee		Date 3/15/2023

PART G: Self-Assessment Checklist FY 2022

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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	A.1 - The Agency issues an effective, up-to-date EEO policy statement	Measure Met? (Yes, No, N/A)?	Comments
A.1.a	Does the Agency annually issue a signed and dated EEO policy statement on Agency letterhead that clearly communicates the Agency’s commitment to EEO for all employees and applicants? If “yes”, please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes	The USAID Administrator released the written EEO policy statement to the workforce on October 7, 2022.
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	
→ Compliance Indicator ↓ Measures	A.2 - The Agency has communicated EEO policies and procedures to all employees	Measure Met? (Yes, No, N/A)?	Comments
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	

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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	<i>Planned activities for A.2.b.1 can be found in Part H-1.</i>
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)]	Yes	<i>Plans related to this element have been completed and can be found in Part H-1.</i>
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	ADS Chapter 111 Procedures for Providing Reasonable Accommodation for Individuals with Disabilities/ USAID Website: Reasonable Accommodations
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 employee orientation and throughout the informal and formal complaint processes. USAID's internal website also contains references.

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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 employee 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 virtually with new employees (all hiring mechanisms) on a bi-weekly basis. Soon after, a refresher in-person 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	The Anti-Harassment process is shared during new entrant orientation. Guidance is 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 ↓ Measures	A.3 – The Agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes, No, N/A)?	Comments

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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, N/A)?	Comments

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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	<i>Planned activities for B.1.a can be found in Part H-2.</i>
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	
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	
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	The State of the Agency presentation held September 2022, 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, N/A)?	Comments

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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 issuing 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(e); 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	
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, N/A)?	Comments

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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	FY 2022–2026 Joint Strategic Plan (Department of State and USAID) Goal 4; Objective 4.1 is to build and equip a diverse, inclusive, resilient, and dynamic workforce.
→ Compliance Indicator ↓ Measures	B.4 - The Agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes, No, N/A)?	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)]	No	<i>Planned activities for B.4.a.1 can be found in Part H-3.</i>
B.4.a.2	to enable the Agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	No	The Agency currently has a team of one senior EEO Specialist, one EO Assistant, and two contractors dedicated to identifying workforce related barrier analysis. <i>Planned activities for B.4.a.2 can be found in Part H-3.</i>

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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	<i>Planned activities for B.4.a.5 can be found in Part H-3.</i>
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 Females Program, Hispanic Employment Program, and Persons with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR and (u); 5 CFR § 315.709]	No	<i>Planned activities for B.4.a.8 can be found in Part H-3.</i>

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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 employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes	
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, N/A)?	Comments

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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	General information provided through the No FEAR Act training, which reached the entire workforce (over 12,000 in FY 2022). OCR launched mandatory training for managers and supervisors in FY 2023. <i>Planned activities for B.5.a.1 can be found in Part H-4.</i>
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	No	<i>Planned activities for B.5.a.3 can be found in Part H-4.</i>
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	<i>Planned activities for B.5.a.4 can be found in Part H-4.</i>
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	<i>Planned activities for B.5.a.5 can be found in Part H-4.</i>
→ Compliance Indicator ↓ Measures	B.6 - The Agency involves managers in the implementation of its EEO program.	Measure Met? (Yes, No, N/A)?	Comments

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B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	No	<i>Planned activities for B.6.a can be found in Part H-5.</i>
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	No	<i>Planned activities for B.6.b can be found in Part H-5.</i>
B.6.c	When barriers are identified, do senior managers assist in developing Agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	No	<i>Planned activities for B.6.c can be found in Part H-5.</i>
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	<i>Planned activities for B.6.d can be found in Part H-5.</i>

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	C.1 - The Agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes, No, N/A)?	Comments
 Measures			
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	<i>Planned activities for C.1.a can be found in Part H-3.</i>

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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	<i>Planned activities for C.1.b can be found in Part H-3.</i>
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	Because field audits are not conducted regularly, no recommendations were made for implementation.
→ Compliance Indicator ↓ Measures	C.2 - The Agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes, No, N/A)?	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	
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	

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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 Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	Yes	<i>Plan marked as closed and complete (Part H-6).</i>
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	

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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 within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	Yes	<i>Plan marked as closed and complete (Part H-6).</i>
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
→ Compliance Indicator	C.3 - The Agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes, No,	Comments

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↓ Measures		N/A)?	
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	Under Leadership and Integrity, the element reads: “Establishes a workplace that promotes equal opportunity, diversity, collaboration, protection of classified information in accordance with EO 13526 and information sharing.”
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.I]	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	

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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 barriers to equal opportunity. [see MD-715, II(C)]	No	<i>Planned activities for C.3.b.7 can be found in Part H-5.</i>
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	The OCR Director serves in an advisory capacity. ELR implements suggested disciplinary actions with guidance from the Office of General Counsel (OGC).
→ Compliance Indicator ↓ Measures	C.4 - The Agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes, No, N/A)?	Comments
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	

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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	
C.4.d	Does the HR office timely provide the EEO office with timely 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 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)]	No	<i>Planned activities for C.4.e.4 can be found in Part H-7.</i>
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes	

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→ Compliance Indicator ↓ Measures	C.5 - Following a finding of discrimination, the Agency explores whether it should take disciplinary action.	Measure Met? (Yes, No, N/A)?	Comments
C.5.a	Does the Agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR § 1614.102(a)(6); see also Douglas v. Veterans Administration, 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	However, there were no findings that required disciplinary action during this reporting period.
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, N/A)?	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, OCR 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.

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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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Essential Element D: Proactive Prevention			
This element requires that the Agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.			
→ Compliance Indicator ↓ Measures	D.1 - The Agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes, No, N/A)?	Comments
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	USAID regularly uses workforce data, but none of the remaining pieces of data are used regularly at this time.
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	D.2 - The Agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes, No, N/A)?	Comments
D.2.a	Does the Agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes	

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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	USAID regularly uses the following: Complaint/grievance data, employee climate surveys, reasonable accommodation program; anti-harassment program data.
→ Compliance Indicator ↓ Measures	D.3 - The Agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes, No, N/A)?	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)]	No	<i>Planned activities for D.3.a can be found in Part H-5.</i>
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)]	No	<i>Planned activities for D.3.b can be found in Part H-5.</i>

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D.3.c	Does the Agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	No	<i>Planned activities for D.3.c can be found in Part H-5.</i>
→ Compliance Indicator ↓ Measures	D.4 - The Agency has an affirmative action plan for persons with disabilities, including those with targeted disabilities	Measure Met? (Yes, No, N/A)?	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	<i>Planned activities for D.4.a can be found in Part H-1.</i>
D.4.b	Does the Agency take specific steps to ensure qualified persons with disabilities are aware of and encouraged to apply for job vacancies? CFR 1614.203(d)(1)(i)]	Yes	https://www.usaid.gov/careers
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	https://www.usaid.gov/careers/reasonable-accommodations
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	https://usaidcareerfair.conference.tc/
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 ↓ Measures	E.1 - The Agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes, No, N/A)?	Comments

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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	The average processing time in FY 2022 was 35 days.
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 2022 investigations were 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 right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes	

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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 2022 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 2022 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.1.1	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 ↓ Measures	E.2 - The Agency has a neutral EEO process.	Measure Met? (Yes, No, N/A)?	Comments

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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)]	Yes	OGC is not consulted for any case processing to adhere to the firewall. When OCR Complaints and Resolution Division does need legal assistance for case processing, no one in the litigation team is consulted.
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 OCR 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	OCR does not rely on the Agency's defensive function for sufficiency review 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? EEOC Report, Attaining a Model Agency Program: Efficiency (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, N/A)?	Comments

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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 ↓ Measures	E.4 - The Agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes, No, N/A)?	Comments
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	

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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, N/A)?	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	OCR Director meets bi-weekly with the EEO Complaints and Affirmative Employment teams to discuss EEO program trends.
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 Accountability Working Group comprising OCR, the General

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			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 ↓ Measures	F.1 - The Agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes, No, N/A)?	Comments
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-	Yes	

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	715, II(F)]		
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 the Agency, does the Agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	Yes	

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<p>→ Compliance Indicator ↓ Measures</p>	<p>F.2 - The Agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.</p>	<p>Measure Met? (Yes, No, N/A)?</p>	<p>Comments</p>
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	
<p>→ Compliance Indicator ↓ Measures</p>	<p>F.3 - The Agency reports to EEOC its program efforts and accomplishments.</p>	<p>Measure Met? (Yes, No, N/A)?</p>	<p>Comments</p>
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	

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**PART H: USAID FY 2022 Plan to Attain the
Essential Elements of a Model EEO Program**

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

<p align="center">EEOC FORM 715-02 PART H</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>		
<p>[US Agency for International Development]</p>	<p align="center">Agency Part H-1 FY 2022</p>		
<p>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p>A.2.b.1 - The Agency does not 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.</p> <p>A.2.b.2 - The Agency does not 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.</p> <p>D.4.a - The Agency does not post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)]</p>		
<p>OBJECTIVE:</p>	<p>Ensure OCR Divisions post their contact information and program-related laws and policy statements in prominent places in the workplace and online. A.2.b.1, A.2.b.2, D.4.a</p>		
<p>RESPONSIBLE OFFICIAL:</p>	<p>OCR, Ismael Martinez, OCR Director OCR, Liza Almo, Complaints and Resolution Division Chief OCR, LaKeta Burgess, Affirmative Employment Division Chief OCR, Mark McKay, Disability Employment Division Chief OCR, Kamisha Kellam, Administrative Management Specialist Officer</p>		
<p>DATE OBJECTIVE INITIATED:</p>	<p>October 2021</p>		
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>September 30, 2023</p>		
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p>	<p align="center">Performance Standards</p>	<p align="center">Target Date</p>	<p align="center">Completion Date</p>

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	Address the Plan? (Yes or No)		
1. OCR will post the contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director throughout the workplace and on its public website. A.2.b.1	Yes	09/30/2023	
2. OCR will 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. A.2.b.2	Yes	09/30/2022	09/30/2022
3. OCR/DE will post the Agency’s MD-715 Part J (Affirmative Action Plan) on Inter- and Intranet sites. D.4.a	Yes	09/30/2023	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE			
<p>FY 2022 Accomplishments:</p> <ul style="list-style-type: none"> ● The Agency posts written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process on its public website. <p>FY 2022 Modification:</p> <ul style="list-style-type: none"> ● None. 			

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EEOC FORM 715-02 PART H	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
[U.S. Agency for International Development]		Agency Part H-2 FY 2022	
STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	B.1.a - The Agency Head is not the immediate supervisor of the person who has day-to-day control over the EEO office (i.e., EEO Director).		
OBJECTIVE:	Ensure the EEO Director directly reports to the Agency Head. B.1.a		
RESPONSIBLE OFFICIAL:	USAID Administrator, Samantha Power USAID Deputy Administrator for Management and Resources (M/R), Paloma Adams-Allen		
DATE OBJECTIVE INITIATED:	September 2021		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2023		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date
1. USAID Deputy Administrator M/R will continue to assume this responsibility as directed by USAID Administrator and as reported in prior years. B.1.a.	Yes	9/30 2023	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE			

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FY 2022 Accomplishment:

- None.

FY 2022 Modification:

- It was determined in FY 2021 that the OCR Director will report to the Deputy Administrator M/R, who has responsibilities over the Agency management and resources functions. The OCR Director does brief the USAID Administrator on the State of the Agency and has access to the Administrator as necessary.

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EEOC FORM 715-02 PART H	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
	[U.S. Agency for International Development]	Agency Part H-3 FY 2022
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>B.4 - The Agency did not allocate sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:</p> <p>B.4.a.1 - To conduct a self-assessment of the Agency for possible program deficiencies? [see MD-715, II(D)]</p> <p>B.4.a.2 - To enable the Agency to conduct a thorough barrier analysis of its workforce. [see MD-715, II(B)]</p> <p>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)]</p> <p>B.4.a.8 - To effectively administer its special emphasis programs (such as, Federal Females Program, Hispanic Employment Program, and Persons 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]</p> <p>C.1 - The Agency does not conduct regular internal audits of its component and field offices on:</p> <p>C.1.a - Possible EEO program deficiencies. [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.</p> <p>C.1.b - Agency 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.</p> <p>E.5.a - The Agency does not 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.</p>	
OBJECTIVE:	To ensure the Agency allocates sufficient funding and staffing to successfully implement and monitor the compliance of EEO programs. B.4.a.1, B.4.a.2, B.4.a.5, B.4.a.8, C.1.a, C.1.b. E.5.a	

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RESPONSIBLE OFFICIAL:	OCR, Ismael Martinez, OCR Director OCR, LaKeta Burgess, Affirmative Employment Division Chief USAID Deputy Administrator for Management and Resources (M/R), Paloma Adams-Allen		
DATE OBJECTIVE INITIATED:	December 2019		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2025		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date
1. OCR Director and Affirmative Employment Division Chief will collaborate with HCTM to evaluate staffing and budgetary needs to determine the full scope of resources required to ensure model EEO programs, to timely and thoroughly administer the Special Emphasis Program, thoroughly conduct year-round barrier analysis, and manage the Staff Assistance Visits to conduct field audits. B.4.a.1, B.4.a.2, B.4.a.5, B.4.a.8, C.1.a, C.1.b, E.5.a	Yes	9/30/2023	
2. OCR Director and Affirmative Employment Division Chief will collaborate with HCTM to request full staffing and budgetary resources to ensure USAID is able to fully manage all EEO programs. B.4.a.8, E.5.a	Yes	5/30/2024	
3. OCR Affirmative Employment Division will meet with Bureau/Mission/Independent Office stakeholders to determine the scope and expectations of conducting Staff Assistance Visits/field audits. B.4.a.5, C.1.a, C.1.b	Yes	1/15/2025	

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4. OCR will conduct trend analysis for EEO programs to ensure compliance and determine relevance of data on barrier analysis. E.5.a	Yes	9/30/2025	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE			
<p>FY 2022 Accomplishments:</p> <ul style="list-style-type: none"> ● OCR Director analyzed staffing needs and submitted a staffing package requesting multiple Full Time Equivalent (FTE) billet allocations for FY 2023 - FY 2024. ● By the end of FY 2022, five FTE positions were filled and personnel onboarded. <p>FY 2022 Modification:</p> <ul style="list-style-type: none"> ● OCR determined further activities and more realistic target dates were necessary to complete this plan. 			

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EEOC FORM 715-02 PART H	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
[U.S. Agency for International Development]		Agency Part H-4 FY 2022
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>B.5.a.1 - All managers and supervisors have not received training on their responsibilities under the EEO Complaint Process.</p> <p>B.5.a.3 - All managers and supervisors have not received training on their responsibilities under the Anti-Harassment Policy.</p> <p>B.5.a.4 - All managers and supervisors have not received training on their responsibilities regarding 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.</p> <p>B.5.a.5 - All managers and supervisors have not received training on their responsibilities regarding ADR, with emphasis on the federal government’s interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR.</p>	
OBJECTIVE:	To ensure all managers have received training on their responsibilities in the EEO Complaint Process, Anti-Harassment, effective communication, and ADR procedures. B.5.a.1, B.5.a.3, B.5.a.4, B.5.a.5	
RESPONSIBLE OFFICIAL:	OCR, Ismael Martinez, OCR Director OCR, Liza Almo, Complaints and Resolution Division Chief HCTM, Cheryl Anderson, Acting Chief Human Capital Officer Employee Labor Relations (ELR), Nick Gottlieb, ELR Director	
DATE OBJECTIVE INITIATED:	September 2019	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2023	

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PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date
1. OCR will develop a strategic plan to conduct in-person and virtual training sessions. B.5.a.1, B.5.a.3, B.5.a.4, B.5.a.5	Yes	9/30/2022	9/30/2022
2. OCR Complaints and Resolution Division Chief will finalize the training structure with the contractor/vendor. B.5.a.1, B.5.a.3, B.5.a.4, B.5.a.5	Yes	9/30/2023	
3. OCR will work with HCTM to upload training to the USAID University Platform. B.5.a.1, B.5.a.3, B.5.a.4, B.5.a.5	Yes	9/30/2022	9/30/2022
4. OCR Complaints and Resolution Division Chief will prepare and send Agency notices to all managers and supervisors to provide information and registration details of the required training. B.5.a.1, B.5.a.3, B.5.a.4, B.5.a.5	Yes	9/30/2022	9/30/2022
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE			
<p>FY 2022 Accomplishment:</p> <ul style="list-style-type: none"> In FY 2022, USAID trained over 500 managers and supervisors regarding No FEAR and complaint processing. <p>FY 2022 Modification:</p> <ul style="list-style-type: none"> Due to COVID-19 and the challenges that surrounded it, we made significant modifications to the training and transitioned to virtual training, while securing a vendor for online self-directed training. Although USAID was able to train over 500 managers and supervisors, we were not able to complete the element by the end of FY 2020. 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. In FY 2022, we were unable to secure a new vendor. However, over 12,000 (over 90%) members of the workforce, including managers and supervisors, took the No FEAR Act training. OCR is slated to conduct virtual and in-person training in FY 2023. 			

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EEOC FORM 715-02 PART H	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
[U.S. Agency for International Development]	Agency Part H-5 FY 2022	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>B.6 - The Agency involves managers in the implementation of its EEO program.</p> <p>B.6.a-d - Aside from the Special Emphasis Program Observance rotation process, the Agency does not have a codified process to involve senior managers in the implementation of Special Emphasis Programs, barrier analysis, or the development and implementation of EEO action plans. [see MD-715 Instructions, Sec. I]</p> <p>C.3.b.7 – Managers are not evaluated on their support of the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]</p> <p>D.3.a - The Agency does not effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices. [see 29 CFR §1614.102(a)(3)]</p> <p>D.3.b - The Agency has not identified one or more barriers during the reporting period, and the Agency did not implement a plan in Part I, including meeting the target dates for the planned activities. [see MD-715, II(D)]</p> <p>D.3.c - The Agency does not periodically review the effectiveness of the plans. [see MD-715, II(D)]</p>	
OBJECTIVE:	<ul style="list-style-type: none"> ● To ensure managers are substantially involved in the implementation of the Agency’s EEO Program, conducting barrier analysis, and development and implementation of EEO Action Plans. B.6.a-d, C.3.b.7 ● To establish a year-round Barrier Analysis Working Group and process to identify barriers, leveraging senior leaders, employees, and other resources. C.3.b.7, D.3.a-c 	
RESPONSIBLE OFFICIAL:	OCR, Ismael Martinez, OCR Director OCR, LaKeta Burgess, Affirmative Employment Division Chief HCTM, Cheryl Anderson, Acting Chief Human Capital Officer HCTM, Adetola Abiade, Assistant to the Administrator	

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DATE OBJECTIVE INITIATED:	April 2020		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2024		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date
1. OCR Affirmative Employment Division Chief will socialize the importance of barrier analysis and full participation of all senior managers to the entire workforce. B.6.a-d, C.3.b.7, D.3.a-c	Yes	6/30/2023	
2. OCR and HCTM will collaborate to create a year-round barrier analysis working group, including senior managers and employees from other Bureaus/Missions/Independent Offices. B.6.a-d, C.3.b.7, D.3.a-c	Yes	11/30/2023	
3. HCTM will ensure all managers and supervisors have an element in their performance that requires them to assist with identifying and eliminating barriers (i.e., hosting special observances, championing barrier analysis subgroups, including OCR in analysis efforts). B.6.a-d, C.3.b.7, D.3.a-c	Yes	5/31/2024	
4. Barrier analysis working group will conduct root cause analysis to determine barriers related to identified triggers, create action plan items, and identify effective ways senior managers can help implement Special Emphasis Programs. B.6.a-d, C.3.b.7, D.3.a-c	Yes	9/30/2024	

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<p>5. OCR Affirmative Employment Division Chief will conduct at least two staff assistance visits (SAVs) with the support of Agency leaders. B.6.a-d, C.3.b.7, D.3.a-c</p>	<p align="center">Yes</p>	<p align="center">9/30/2024</p>	
<p>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</p>			
<p>FY 2022 Accomplishment:</p> <ul style="list-style-type: none"> In FY 2022, OCR hired a new Affirmative Employment Division Chief and selected two Special Emphasis Program Managers. <p>FY 2022 Modification:</p> <ul style="list-style-type: none"> In FY 2022, OCR did not have sufficient staff to perform this deficiency. The agency now has three Special Emphasis Program Managers who will ensure that senior managers will be involved in the implementation of the Agency’s Special Emphasis Programs. 			

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EEOC FORM 715-02 PART H	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
[U.S. Agency for International Development]		Agency Part H-6 FY 2022	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>C.2 - The Agency has established procedures to prevent all forms of EEO discrimination.</p> <p>C.2.a.5 - The agency does not conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process.</p> <p>C.2.b.5 - The Agency did not process all accommodation requests within the timeframe set forth in its reasonable accommodation procedures.</p>		
OBJECTIVE:	To establish procedures to eliminate delays in the processing of Anti-Harassment cases and reasonable accommodation requests. C.2.a.5, C.2.b.5		
RESPONSIBLE OFFICIAL:	OCR, Ismael Martinez, OCR Director, OCR, Liza Almo, Complaints and Resolution Division Chief OCR, Mark McKay, Disability Employment Division Chief M/MS/OD Budget Team, Harish Ramroop, Supervisor		
DATE OBJECTIVE INITIATED:	September 2021		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2022		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	Performance Standards Address the Plan? (Yes or No)	Target Date	Completion Date

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<p>1. OCR Complaints and Resolution Division will establish procedures to ensure Anti-Harassment complaints are being tracked and processed within the timeliness guidelines. C.2.a.5</p>	<p align="center">Yes</p>	<p align="center">9/30/2022</p>	<p align="center">9/30/2022</p>
<p>2. OCR Disability Employment Division will identify and address the challenges to processing at least 90% of RA requests within the defined timeframe. Requests taking longer are as a result of extenuating circumstances (e.g. need to purchase specially made equipment, deliver items overseas, etc), the Agency seeks to provide interim accommodations. C.2.b.5</p>	<p align="center">Yes</p>	<p align="center">9/30/2023</p>	<p align="center">9/30/2022</p>
<p align="center">REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</p>			
<p>FY 2022 Accomplishments:</p> <ul style="list-style-type: none"> ● In FY 2022, all Anti-Harassment complaints were processed timely. ● USAID timely processed 99.8% of Reasonable Accommodation requests in FY 2022. <p>FY 2022 Modification:</p> <ul style="list-style-type: none"> ● Based on accomplishments, USAID considers this plan completed and closed. 			

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EEOC FORM 715-02 PART H	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
[U.S. Agency for International Development]	Agency Part H-7 FY 2022		
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p>C.4.e - Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:</p> <p>C.4.e.4 - The Agency does not Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]</p> <p>E.4 - The Agency does not have an effective and accurate data collection systems in place to evaluate its EEO program.</p> <p>E.4.a.4 - The Agency does not have systems in place to accurately collect, monitor and analyze external applicant flow data concerning the applicants' race, national origin, gender, and disability status.</p>		
OBJECTIVE:	To maintain a comprehensive personnel system of record that allows for full oversight by HCTM of the external applicant flow process and ensures OCR access for program evaluation. C.4.e.4, E.4.a.4		
RESPONSIBLE OFFICIAL:	OCR, Ismael Martinez, OCR Director OCR, LaKeta Burgess, Affirmative Employment Division Chief HCTM, Cheryl Anderson, Acting Chief Human Capital Officer HCTM, Adetola Abiade, Assistant to the Administrator DEIA, Clifton Kenon, Deputy Chief Diversity Officer DEIA, Neneh Diallo, Chief Diversity Officer		
DATE OBJECTIVE INITIATED:	January 2023		
TARGET DATE FOR COMPLETION OF OBJECTIVE:	January 31, 2025		
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE	COMPLETION DATE	

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<p>1. HCTM will evaluate current manual processes for automation; determine required updates to existing personnel systems of record or explore other technical solutions in collaboration with OCR and CDO/DEIA for the purpose of conducting barrier analysis. C.4.e.4, E.4.a.4</p>	<p align="center">6/30/2024</p>	
<p>2. HCTM will determine the timetable necessary to establish a comprehensive personnel system that allows for full oversight of the external applicant flow process for Civil Service and Foreign Service. HCTM will include OCR and CDO/DEIA in the full review process, ensure timely access to all data, and partner to conduct barrier analysis throughout the year. C.4.e.4, E.4.a.4</p>	<p align="center">1/31/2025</p>	
<p>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</p>		
<p>FY 2022 Accomplishment:</p> <ul style="list-style-type: none"> ● None. <p>FY 2022 Modification:</p> <ul style="list-style-type: none"> ● This is a new action plan item for FY 2022. 		

PART I: FY 2022 EEO Plan to Eliminate Identified Barriers

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

USAID Part I: EEO Plan Overview*			
Did the agency conduct a barrier analysis during the reporting period?	YES	NO	If no, provide an explanation below:
<p>During FY 2022, after the Agency reorganized OCR and concurrently established the Agency DEIA Office, USAID did not have a fully staffed EEO Program, including for the OCR Affirmative Employment Division to plan or conduct barrier analysis. However, in the first quarter of FY 2023, OCR’s Affirmative Employment (AE) Division began increasing staff, beginning with the hiring of an AE Division Chief and Special Emphasis Program Managers. While this FY 2022 report is limited in scope, a barrier analysis effort began in FY 2023.</p>			

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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: Total Workforce Data Tables	<ul style="list-style-type: none"> There are several underrepresented groups in the overall Civil Service Permanent Workforce as compared to the Civilian Labor Force (CLF). (Recruitment and Retention)
	TABLE A5: Salary Table	<ul style="list-style-type: none"> Females are receiving less pay than their Male counterparts, even though there are more Females in the overall workforce. (Pay Equity)

EEOC Group(s) Affected by Triggers	
Civil Service Permanent Workforce Underrepresentation: Hispanic/Latino Males and Females Native Hawaiian/Other Pacific Islander Males Two or More Races Males and Females	Pay Equity Among Civil Service Permanent Workforce: Females

Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
TABLE A1: Civilian Service Permanent Workforce Data Table and TABLE A1: Foreign Service Permanent Workforce Data Table	Yes	<p>CIVIL SERVICE PERMANENT WORKFORCE</p> <p><u>Hispanic/Latino Participation:</u></p> <ul style="list-style-type: none"> The participation rate of Hispanic/Latino Males (3.04%), which is lower than the CLF rate of 6.82% (gap: -3.78%) The participation rate of Hispanic/Latino Females (4.00%), which is lower than the CLF rate of 6.16% (gap: -2.16%) <p><u>Native Hawaiian/Other Pacific Islander (NHOPI) Males Participation:</u></p> <ul style="list-style-type: none"> The participation rate of NHOPI Males (0.00%), which is lower than the CLF rate of 0.31% (gap: -0.31%) The participation rate of NHOPI Females (0.06%), which is lower than the CLF rate of 0.31% (gap: -0.25%)

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		<p><u>Two or More Races Participation:</u></p> <ul style="list-style-type: none"> ● The participation rate of Two or More Races Males (0.17%), which is lower than the CLF rate of 1.05% (gap: -0.88%) ● The participation rate of Two or More Races Females (0.62%), which is lower than the CLF rate of 1.05% (gap: -0.43%) <p>PAY ANALYSIS: CIVIL SERVICE PERMANENT WORKFORCE</p> <p><u>Overall Salary Analysis by Sex (Male/Female):</u></p> <ul style="list-style-type: none"> ● While Females represent 55.30% of the total permanent workforce, a review of the A5 Salary table indicates that Females lose representation as they rise from the salary of \$30,0001-40,000 range to the highest 181,000 and over. ● Females are concentrated at five salary levels: <ul style="list-style-type: none"> ○ 100.00% at \$30,001-40,000 (compared to Males at 0%) ○ 76.00% at \$40,001-50,000 (compared to Males at 24.00%) ○ 60.00% at \$50,001-60,000 (compared to Males at 40.00%) ○ 63.72% at \$60,001-70,000 (compared to Males at 36.28%) ○ 64.98% at \$70,0001-80,000 (compared to Males at 35.02%) ○ 62.50% at \$170,001-180,000 (compared to Males at 37.50%) ● While Males represent 44.70% of the total permanent workforce, a review of the A5 Salary tables indicates that as Males rise through the ranks, their salary increases. ● Males are concentrated at two salary ranges: <ul style="list-style-type: none"> ○ 55.02% at \$140,001-150,000 (compared to Females at 44.98%) ○ 52.00% at \$180,001+ (compared to Females at 48.00%) ● Overall, it appears that the salary for Females declines once they pass the \$70,001-80,000 range and does not increase again until the \$170,001-180,000 range, but then drops significantly beyond that point.
Complaint Data	Yes	<p>FY 2022 462 Report data shows EEO complaint issues of EEO groups affected by this trigger:</p> <p>There were a total of nine (9) complaints with National Origin as the bases, Hispanics/Latinos accounted for 33% with three (3) complaints filed in the areas of: Promotion/Selection (1), Training (1) and other conditions of work (1). While there were a total of 22 complaints with Race as the basis, there</p>

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		<p>were no complaints filed with American Indian/Alaskan Native or Native Hawaiian/Other Pacific Islander as the bases therefore a trend could not be identified.</p> <p>There were a total of Twenty-two (22) complaints with Sex as the bases: Two (2) complaints stated Sex (Male) as a base with issues of Harassment/ Non-Sexual (1) and Promotion/Non-Selection (1). In comparison, there were 18 complaints with Sex (Female) as the bases with issues of Appointment/Hire (1), Disciplinary Action (1), Other Disciplinary Action (1); Evaluation/Performance (2), Pay (1), Promotion/Selection (2), Reassignment (1), Time/Attendance (1), Training (4), and Other conditions of employment (5). Additional analysis is required to determine if a trend exists with Males within the Agency.</p> <p>With Females comprising 81% of complaints based on sex, this trigger should be further investigated to determine if barriers exist for Females in the areas of Promotion/Selection (11%), Evaluation/Pay (11%) and Training (22%), particularly for Hispanic/Latino, Asian, Native American/Alaskan Native, Native Hawaiian/Other Pacific Islander and Two of More Races Females.</p>
Grievance Data	No	No AFGE data available.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	USAID did not have any findings in FY 2022.
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	

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

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
None identified in FY 2022.

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	09/30/2023	
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	09/30/2025	
	09/30/2020	09/30/2021	Yes	07/30/2026	

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Generate a pool of diverse applicants for external vacancies.					
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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Office of Civil Rights	Ismael Martínez	Yes
HCTM, Acting Chief Human Capital Officer (CHCO), HCTM	Cheryl Anderson	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	Responsible Office
09/30/2023	1. Benchmark with other agencies for best practices in conducting barrier analysis; determine feasibility of obtaining a contractor to assist with all or some of the barrier analysis; leverage Employee Resource Groups (ERGs) to devise affirmative employment plans for their targeted communities; conduct appropriate market research; and develop a project schedule and standard operating procedure for conducting barrier analysis.			OCR HCTM DEIA
05/31/2023	2. Establish focus groups to conduct barrier analysis for the underrepresentation of civilian service permanent workforce and pay equity within the civilian service.			OCR HCTM, Human Capital Service Center DEIA

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09/30/2023	3. Begin barrier analysis of identified triggers.			OCR HCTM, Human Capital Service Center DEIA
06/30/2025	4. Develop Action Plans to address identified root causes and steps to remove barriers.			OCR HCTM, Human Capital Service Center DEIA
09/30/2024	5. Leverage Employee Resource Groups (ERGs) and other special emphasis groups to create a strategic recruitment strategy and a plan to share USAID announcements externally.			HCTM, Office of External Outreach and Strategic Recruitment

Report of Accomplishments

Fiscal Year	Accomplishments
2022	The Agency established the framework for an OCR Affirmative Employment Division in FY 2022; and staffed the division during Quarter 1 of FY 2023.

Report of Modifications

Fiscal Year	Modifications
2022	The plan was modified to focus on two specific triggers.

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

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Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Workforce Data Tables	TABLE A1: Workforce Data Table	There is underrepresentation of several groups within the Permanent FS total workforce.
	Agency Initiative	Determine underrepresentation rates for FS promotions.
EEOC Groups Affected by Trigger		
Foreign Service Permanent Workforce Hispanic/Latino Males and Females Native Hawaiian/Other Pacific Islander Males and Females Two or More Races Males and Females		Foreign Service Permanent Workforce (<u>Promotion rates, specifically</u>) All groups, until underrepresentation is identified
Barrier Analysis Process		
Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
TABLE A1: Civilian and Foreign Service Permanent Workforce Data Tables	Yes	<p>FOREIGN SERVICE PERMANENT WORKFORCE</p> <p><u>Hispanic/Latino Participation:</u></p> <ul style="list-style-type: none"> The participation rate of Hispanic/Latino Males (3.19%), which is lower than the CLF of 6.82% (gap: -3.63%) The participation rate of Hispanic/Latino Females (3.50%), which is lower than the CLF of 6.16% (gap: -2.66%) <p><u>Native Hawaiian/Other Pacific Islander Participation:</u></p> <ul style="list-style-type: none"> The participation rate of Native American/Other Pacific Islander Males (0.00%), which is lower than the CLF of 0.31% (gap: -0.31%) The participation rate of Native Hawaiian/Other Pacific Islander Females (0.10%), which is lower than the CLF of 0.31% (gap: -0.21%) <p><u>Two or More Races Participation:</u></p> <ul style="list-style-type: none"> The participation rate of Two or More Races Males (0.26%) is lower than the CLF of 1.05% (gap: -0.79%) The participation rate of Two or More Races Females (0.63%), which is lower than the CLF of 1.05% (gap: -0.42%)

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Complaint Data	Yes	There was no trend identified for the FS permanent workforce as it relates to complaints.
Grievance Data	Yes	American Foreign Service Association (AFSA) (Foreign Service employees) FY 2022 grievance data shows a total of 10 employees filed grievances: Gender: Males (4) Females (6) Race: African American/Black (2); Asian (1); White (7) The top reasons for filing grievances were: Irregularities with files sent to promotion boards, Denial of financial entitlements, and Inability to be promoted due to circumstances considered extraneous to performance/conduct.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	USAID did not have any findings in FY 2022.
Climate Assessment Survey (e.g., FEVS)	No	
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No	
Other (Please Describe)	N/A	

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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
None identified in FY 2022.

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	09/30/2023	
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	09/30/2024	
Increase the pool of diverse applicants for external vacancy announcements.	09/30/2020	09/30/2021	Yes	07/30/2025	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)

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Director, Office of Civil Rights	Ismael Martínez	Yes
HCTM, Acting Chief Human Capital Officer (CHCO), HCTM	Cheryl Anderson	Yes
HCTM, Office of External Outreach and Strategic Recruitment	George Booth	Yes
HCTM, Foreign Service Center	Kitty Andang	Yes

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Modified Date	Completion Date	Responsible Office
09/30/2023	1. Benchmark with other agencies for best practices in conducting barrier analysis; determine feasibility of obtaining a contractor to assist with all or some of the barrier analysis; leverage Employee Resource Groups (ERGs) to devise affirmative employment plans for their targeted communities; conduct appropriate market research; and develop a project schedule and standard operating procedure for conducting barrier analysis.			OCR HCTM DEIA
05/31/2023	2. Establish focus groups to conduct barrier analysis for the underrepresentation of civilian service permanent workforce and pay equity within the foreign service.			OCR HCTM Foreign Service Center DEIA
09/30/2023	3. Begin barrier analysis of identified triggers.			OCR
06/30/2025	4. Develop Action Plans to address identified root causes and steps to remove barriers.			HCTM, Foreign Service Center
09/30/2024	5. Leverage Employee Resource Groups (ERGs) and other special emphasis groups to create a strategic			HCTM, Office of External

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	recruitment strategy and a plan to share USAID announcements externally.			Outreach and Strategic Recruitment
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Report of Accomplishments

Fiscal Year	Accomplishments
2022	<ul style="list-style-type: none"> • The Agency established the framework for an OCR Affirmative Employment Division in FY 2022; and staffed the division during Quarter 1 of FY 2023. • Regarding leveraging ERGs for strategic recruitment, USAID had initial success with efforts in FY 22 in support of non-competitive hiring for the PWD and Veteran communities, and more recently in FY 23 (Dec/Jan) for Pathways Internship opportunities.

Report of Modifications

Fiscal Year	Modifications
2022	The plan was modified to focus on two specific triggers.

PART J: Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities/Targeted Disabilities - FY 2022

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**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) | Yes X | No 0 |
| b. Cluster GS-11 to SES (PWD) | Yes X | No 0 |
| c. Cluster FS-09 to FS-05 (PWD) | Yes X | No 0 |
| d. Cluster FS-04 to SFS (PWD) | Yes X | No 0 |

Civil Service Trigger(s) (as clustered by EEOC standards):

- **PWD** in the CS workforce GS-01 to GS-10 grade cluster represent **0.28%** of the CS workforce, under the 12% Federal goal (-11.72% gap).
- **PWD** in the CS workforce grade cluster GS-11 to SES represent **9.02%** of the CS workforce, under the 12% Federal goal (-2.98% gap).

Foreign Service Trigger(s) (as clustered by EEOC standards):

- **PWD** in the FS grade cluster FS-09 to FS-05 grade cluster represent **0.01%** under their Federal Goal representation rate of 12.00% (gap: -11.99%).
- **PWD** in the FS grade cluster FS 04-SFS for FY 2022 was **2.69%**, under their Federal Goal

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representation rate of 12.00% (gap: -9.31%).

Note: The lowest grade representation for Foreign Service Officers FS-06.

While USAID seeks to be compliant with the structure provided by EEOC’s grade clusters (i.e., GS-01 to GS-10), that is not relevant to the USAID hiring structure for CS or equivalent FS. Therefore, the analysis below is specific to USAID’s structures and equivalencies between CS and FS.

Civil Service Trigger(s) (USAID-Specific Trigger Analysis):

- **PWD** in the CS workforce GS-05 to GS-12 grade cluster represent **1.84%** of the CS workforce, under the 12% Federal goal (-10.16% gap).
- **PWD** in the CS workforce GS-13 to SES grade cluster represent **7.47%** of the CS workforce, under the 12% Federal goal (-4.53% gap).

Foreign Service Trigger(s) (USAID-Specific Trigger Analysis):

- **PWD** in the FS grade cluster FS-07 to FS-04 grade cluster represent **0.46%** under their Federal Goal representation rate of 12.00% (gap: -11.54)
- **PWD** in the FS grade cluster FS-03 to SFS grade cluster represent **2.33%** under their Federal Goal representation rate of 12.00% (gap: -9.67)

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If “yes”, describe the trigger(s) in the text box.

a. Cluster GS-1 to GS-10 (PWTD)	Yes X	No 0
b. Cluster GS-11 to SES (PWTD)	Yes X	No 0
c. Cluster FS-09 to FS-05 (PWTD)	Yes X	No 0
d. Cluster FS-04 to SFS (PWTD)	Yes X	No 0

Civil Service Trigger(s) (as clustered by EEOC standards):

- **PWTD** in the CS workforce GS-01 to GS-10 grade cluster represent **10.87%** of the CS

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workforce, under the 12% Federal goal (-1.13% gap).

- **PWTD** in the CS workforce grade cluster GS-11 to SES represent **9.04%** of the CS workforce, under the 12% Federal goal (-2.96% gap).

Foreign Service Trigger(s) (as clustered by EEOC standards):

- **PWTD** in the FS grade cluster FS-09 to FS-05 for FY 2022 was **0.05%**, under their Federal Goal representation rate of 2.00% (gap: -1.95%).
- **PWTD** in the FS grade cluster FS 04-SFS for FY 2022 was **0.77%**, under their Federal Goal representation rate of 2.00% (gap: -1.23%).

While USAID seeks to be compliant with the structure provided by EEOC's grade clusters (i.e., GS-01 to GS-10), that is not relevant to the USAID hiring structure for CS or equivalent FS. Therefore, the analysis below is specific to USAID's structures and equivalencies between CS and FS.

Civil Service Trigger(s) (USAID-Specific Trigger Analysis):

- **PWTD** in the CS workforce GS-05 to GS-12 grade cluster represent **0.46%** of the CS workforce, under the 2.00% Federal goal (-1.13% gap).
- **PWTD** in the CS workforce grade cluster GS-13 to SES represent **1.72%** of the CS workforce, under the 2% Federal goal (-0.28% gap).

Foreign Service Trigger(s) (USAID-Specific Trigger Analysis):

- **PWTD** in the FS grade cluster FS-07 to FS-04 grade cluster represent **0.10%** under their Federal Goal representation rate of 2.00% (gap: -1.90)
- **PWTD** in the FS grade cluster FS-03 to SFS grade cluster represent **0.72%** under their Federal Goal representation rate of 2.00% (gap: -1.28)

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

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In FY 2022, the Agency conducted two internal Schedule A Brown Bag meetings with managers and employees. The goal of these sessions was to discuss Schedule A as a special hiring authority and how to use it to appoint persons with disabilities. In addition, the information session was used to educate agency personnel on how to submit documentation to be considered Schedule A eligible. Furthermore, in FY 2022 the agency conducted its first virtual job fair for persons with disabilities. Internal and external applicants both submitted resumes and Schedule A letters to be adjudicated for possible interview and selection to positions within different divisions across USAID.

USAID published a Disability Employment Strategic Plan (DESP) for FYs 2022-2024, detailing its commitment to actively recruit, employ, and advance opportunities for individuals with disabilities, especially those who have a targeted disability.

The DESP outlines the strategies and initiatives USAID will execute to enhance efforts to employ individuals with disabilities, in alignment with the intent of EO 13548, including:

- Designating senior-level leaders who are accountable for enhancing employment opportunities for individuals with disabilities;
- Increasing the number of new hires who have disabilities, including those with targeted disabilities, through strategic recruitment;
- Providing employment opportunities for students with disabilities;
- Evaluating program data to inform Agency efforts;
- Expanding professional development and advancement opportunities that are accessible and include employees with disabilities;
- Increasing retention rates of employees with disabilities; and
- Expediting the return to work of seriously injured and ill employees.

Within the DESP, all employees were informed of the Federal goals of 12% and 2% in the total workforce, GS-1 through 10, and G-11 through SES levels and their Foreign Service equivalents. In addition, the Chief Human Capital Officer (CHCO) was designated as the senior Agency official who would hold leaders accountable for meeting this commitment.

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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.

PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

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

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	0	0	1	Creighton Lee, Acting Disability Employment Program Manager (DEPM), HCTM
Answering questions from the public about hiring authorities that take disability into account	0	0	1	Creighton Lee, Acting Disability Employment Program Manager (DEPM), HCTM
Processing reasonable accommodation requests from applicants and employees	3	0	0	Mark McKay, Reasonable Accommodation Program Manager (OCR)
Section 508 Compliance	2	2	0	William Morgan, Supervisory IT Specialist (M/CIO)

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Architectural Barriers Act Compliance	2	0	0	Dr. Anthony Bennett, Division Chief, (M/MS), Chris Orbits, Safety and Occupational Health Manager (M/MS)
Special Emphasis Program for PWD and PWTD	0	0	1	Creighton Lee, Acting Disability Employment Program Manager (DEPM), HCTM

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

Yes **X** No 0

In FY 2022, OCR’s Disability Employment (DE) Division staff continued to increase the knowledge, skills and abilities needed to improve or maintain proficiency in their present roles as American Sign Language Interpreter/Reasonable Accommodation Specialist(s). The following training classes were completed:

- USAID’s EEO New Counselor Course;
- Job Accommodation Network’s monthly Accommodation and Compliance Webcast;
- Tableau Fundamentals;
- EEOC’s EdCon quarterly training sessions;
- Department of Labor’s Federal Exchange on Employment & Disability Meetings;
- EEOC Training Institute’s Case Updates ADA/Rehab Protections, and Religious Accommodation;
- Contracting Officer Representative (COR) training sessions to be certified for the Sign Language interpreting and captioning contract;

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- Department of Homeland Security’s (DHS) Federal Law Enforcement Training Center’s Foreign Affairs Counter Threat (FACT) training as a participant;
- Department of State’s Diplomatic Security’s FACT as an observer;
- 2022 National Association of the Deaf conference; and,
- Assistive Technology Industry Association’s “Understanding and Implementing Assistive Technology,” and Department of Homeland Security Accessibility Day 2022.

USAID does have disability programs within HCTM and the Bureau for Management; however, there was no FY 2022 disability-specific training identified.

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 in FY 2022 to successfully implement the reasonable accommodation program (i.e., ergonomics, assistive technology, travel-related), establish a new contract to provide the Relay Conference Captioning (in place of the General Service Administration), and contract renewal for the sign language interpreting and captioning services (through FY 2027) for the Deaf and Hard of Hearing workforce.

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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 PWTD.

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. Nevertheless, 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 persons 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 HCTM Developed Standard Operating Procedures (SOP) for non-competitive hiring processes and enhanced mechanisms for targeting and sourcing non-competitive applicants with Veteran and Schedule A (Persons with Disabilities) appointing eligibility

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and hosted a Virtual Career Fair for Veterans and Persons with Disabilities. Nearly 300 veterans and candidates with disabilities registered for the Career Fair, 21 hiring managers representing nine different B/IOs participated, and 24 total one-on-one interviews successfully took place resulting in a total of 9 tentative job offers extended to Career Fair attendees. Additionally, all the collected registrant resumes were added to HCTM's repository of candidates, adding nearly 200 more resumes from veterans and persons with disabilities.

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. 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.

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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

- The Agency determines if an individual is eligible by requesting that the individual submit disability medical documentation from an authorized health provider.
- 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 “A Roadmap to Success: Hiring, Retaining, and Including People with Disabilities” training to managers and supervisors annually through USAID University, which is USAID's learning management system that provides interactive instructional guides and tutorials. The training addresses hiring using non-competitive hiring authorities.

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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 FY 2022, USAID continued its partnership with Employment Opportunity Publications (EOP) by advertising our career opportunities within numerous periodicals under the EOP umbrella. In addition, we participated in 4 virtual career fairs run by the group.

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** represented **7.77%** of new hires in the permanent workforce, which is below the 12% Federal benchmark (gap: -4.23%).
- **PWTD** represented **1.35%** of new hires in the permanent workforce, which is below the 2% Federal benchmark (gap: -0.64%).

Civil Service Trigger(s):

- **PWD** represented **11.17%** of new hires in the CS permanent workforce, which is below the 12% Federal benchmark (gap: -0.83%).
- **PWTD** represented **1.68%** of new hires in the CS permanent workforce, which is below the 2% Federal benchmark (gap: -0.32%).

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Foreign Service

- **PWD** represented **2.56%** of new hires in the FS permanent workforce, which is below the 12% Federal benchmark (gap: -9.44%).
- **PWTD** represented **0.85%** of new hires in the FS permanent workforce, which is below the 2% Federal benchmark (gap: -1.15%).

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

- **PWD** qualified at the rate of 3.80%, were referred at the rate of 6.91%, yet fell below their participation rate when selected at the rate of **1.11%**; compared to persons without disabilities (PWOD) who qualified at 27.77%, referred at 17.61%, and were selected at the rate of 33.33%.
- **PWTD** qualified at the rate of 1.31%, were referred at the rate of 1.88%, yet fell below their participation rate when **0%** were selected; compared to PWOD who qualified at 27.77%, referred at 17.61%, and were selected at the rate of 33.33%.

0343

- **PWD** qualified at the rate of 6.35%, were referred at the rate of 9.47%, yet fell below their participation rate when **0%** were selected; compared to PWOD who qualified at 29.50%, referred at 16.84%, and were selected at the rate of 25.00%.
- **PWTD** qualified at the rate of 2.57%. were referred at the rate of 4.21%, yet fell below their participation rate when **0%** were selected; compared to PWOD who qualified at

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29.50%, referred at 16.84%, and were selected at the rate of 25.00%.

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

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

In comparison to the relevant applicant pool, triggers exist in the following:

Civil Service

0343

- **PWTD** applied at a rate of 3.62% for this MCO, internal applicants qualified at a rate of 2.13%, were referred at the rate of 2.05%, yet **0%** were selected; compared to PWOTD who applied at 21.26% rate, qualified at 20.25%, referred at 16.17%, and were selected at 22.22%.

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

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

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

In comparison to the qualified applicant pool, triggers exist for the following:

Civil Service (Permanent)

0343

- **PWTD** qualified for this MCO at a rate of 2.13%, were referred at the rate of 2.05%, yet

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0% were selected. Compared to PWOTD who qualified at 20.25%, referred at 16.17%, and were selected at 22.22%.

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

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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 2022, USAID implemented a variety of strategies to support the advancement of PWD/PWTD within the Agency, including the hiring of disabled veterans. USAID sponsors an Employees with Disabilities (EWD) Employee Resource Group (ERG) and partners with its leadership to exchange information on best practices for 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.

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 persons with disabilities.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

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- 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, inclusion, and accessibility initiatives at the core of its curriculum. Examples of these programs include:
 - 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;
 - 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).

Also in FY 2022, an RA team member participated as a recruiter for the Department of Labor’s Office of Disability Employment Policy Workforce Recruitment Program (WRP) for College Students with Disabilities, conducting ten (10) virtual interviews with students from the University of Baltimore.

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

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Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Fellowship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Mentoring Programs	N/A	N/A	N/A	N/A	N/A	N/A
Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A
Training Programs	N/A	N/A	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	N/A	N/A	N/A	N/A	N/A	N/A

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

- | | | | |
|---------------------|-------|------|--------------|
| a. Applicants (PWD) | Yes 0 | No 0 | N/A X |
| b. Selections (PWD) | Yes 0 | No 0 | N/A X |

USAID does not have career development programs that require employees to compete. All career development programs are available to either all employees or designated by grade.

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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 0 | No 0 | N/A X |
| b. Selections (PWTD) | Yes 0 | No 0 | N/A X |

USAID does not have career development programs that require employees to compete. All career development programs are available to either all employees or designated by grade.

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 Triggers:

Total time Off Awards

1-10 hours: PWTD received this award at a rate of **1.69%**, which is below the inclusion rate of 1.85% (gap: -0.16%), compared to PWOD award rate of 89.83% and PWD award rate of 5.08%.

21-30 hours: PWTD received this award at a rate of **1.25%**, which is lower than the inclusion rate of 1.85% (gap: -0.60%), compared to PWOD award rate of 87.50% and PWD award rate of 10.00%.

Cash Awards

\$500 and under: PWD received this award at a rate of **4.98%**, which is below the inclusion rate of 6.48% (gap: -1.50%).
PWTD received this award at a rate of **1.42%**, which is below the inclusion rate of 7.41% (gap: -5.99%), compared to PWOD award rate of 91.81%.

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\$501 - \$999: PWD received this award at a rate of **3.93%**, which is below the inclusion rate of 12.50% (gap -8.57%).

PWTD received this award at a rate of **2.04%**, which is below the inclusion rate of 25.93% (gap -23.89%), compared to PWOD award rate of 92.72%.

\$1000 - \$1999: PWD received this award at a rate of **4.95%**, which is below the inclusion rate of 18.52% (gap: -13.57%).

PWTD received this award at a rate of **1.24%**, which is below the inclusion rate of 18.52% (gap: -17.28%), compared to PWOD award rate of 91.21%.

\$2000 - \$2999: PWD received this award at a rate of **5.04%**, which is below the inclusion rate of 17.13% (gap: -12.09%).

PWTD received this award at a rate of **1.23%**, which is below the inclusion rate of 16.67% (gap: -14.44%), compared to PWOD award rate of 90.33%.

\$3000 - \$3999: PWD received this award at a rate of **5.42%**, which is below the inclusion rate of 15.28% (gap: -9.86%).

PWTD received this award at a rate of **2.30%**, which is below the inclusion rate of 25.93% (gap: -23.63%), compared to PWOD award rate of 92.45%.

\$4000 - \$4999: PWD received this award at a rate of **3.19%**, which is below the inclusion rate of 5.09% (gap: -1.90%).

PWTD received this award at a rate of **1.45%**, which is below the inclusion rate of 9.26% (gap: -7.81%), compared to PWOD award rate of 93.33%.

\$5000 or More: PWD received this award at a rate of **5.08%**, which is below the inclusion rate of 9.72% (gap: -4.64%).

PWTD received this award at a rate of **1.21%**, which is below the inclusion rate of 9.26% (gap: -8.05%), compared to PWOD award rate of 93.46%.

Quality Step Increase (QSI)

PWTD received this award at a rate of **0.56%**, which is below the inclusion rate of 1.85% (gap: -1.29%), compared to PWOD award rate of 91.06%.

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Civil Service Triggers:

Total time Off Awards

1-10 hours: PWD received this award at a rate of **0.62%**, which is below the inclusion rate of 1.96% (gap: -1.34%).

PWTD received this award at a **0%** rate. Compared to the PWOD rate of 2.06%.

21-30 hours: PWTD received this award at a rate of **2.63%**, which is lower than the inclusion rate of 3.48% (gap: -0.85%), compared to PWOD rate of 3.45% and PWD rate of 4.94%.

31-40 hours: PWD received this award at a rate of **2.47%**, which is below the inclusion rate of 4.04% (gap: -1.57%), compared to PWOD rate of 4.31%.

PWTD received this award at a rate of **2.63%**, which is lower than the inclusion rate of 4.04% (gap: -1.41%).

Cash Awards

\$500 and under: PWD received this award at a rate of **4.94%**, which is below the inclusion rate of 6.62% (gap: -1.68%), compared to PWOD rate of 1.59% and PWTD rate of 1.85%.

\$501 - \$999: PWD received this award at a rate of **11.73%**, which is below the inclusion rate of 16.38% (gap: -4.65%), compared to PWOD rate of 17.19% and PWTD rate of 21.05%.

\$1000 - \$1999: PWD received this award at a rate of **20.37%**, which is below the inclusion rate of 24.40% (gap: -4.03%), compared to PWOD rate of 25.02% and PWTD rate of 26.32%.

\$2000 - \$2999: PWD received this award at a rate of **14.81%**, which is below the inclusion rate of 19.01% (gap: -4.20%), compared to PWOD rate of 19.18%.

PWTD received this award at a rate of **18.42%**, which is below the inclusion rate of 19.01% (gap: -0.59%).

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\$3000 - \$3999: PWD received this award at a rate of **14.81%**, which is below the inclusion rate of 15.98% (gap: -1.17%), compared to PWOD rate of 16.72% and PWTD rate of 21.05%.

\$4000 - \$4999: PWD received this award at a rate of **6.79%**, which is below the inclusion rate of 9.53% (gap: -2.74%), compared to PWOD rate of 9.89% and PWTD rate of 13.16%.

Cash Awards \$5000 or More: PWD received this award at a rate of **7.41%**, which is below the inclusion rate of 11.50% (gap: -4.09%), compared to PWOD rate of 12.61%.

PWTD received this award at a rate of **7.89%**, which is below the inclusion rate of 11.50% (gap: -3.61%)

QSI

PWD received this award at a rate of **4.94%**, which is below the inclusion rate of 6.56% (gap: -1.62%), compared to PWOD rate of 6.77%.

PWTD received this award at a rate of **2.63%**, which is below the inclusion rate of 6.56% (gap: -3.93%).

Foreign Service Triggers:

Total time Off Awards

11-20 hours: PWTD received this award at **0.00%** compared to their inclusion rate of 1.45% (gap: -1.45%), compared to PWOD rate of 1.59% and PWD rate of 1.85%.

21-30 hours: PWD and PWTD received this award at **0.00%** compared to their inclusion rate of 0.93%, respectively (gap: -0.93%). Compared to PWOD who received this award at the rate of 1.59%.

Cash Awards

\$500 and under: PWTD received this award at a rate of **6.25%**, which is below the inclusion rate of 8.46% (gap: -2.21%), compared to PWOD rate of 8.53% and PWD rate of 11.11%.

\$501 - \$999: PWD received this award at a rate of **14.81%**, which is below the inclusion rate of

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20.51% (gap: -5.70%), compared to PWOD rate of 20.68% and PWTD rate of 37.50%.

\$1000 - \$1999: PWD received this award at a rate of **12.96%**, which is below the inclusion rate of 19.37% (gap: -6.41%) and PWTD received this award at a rate of **0.00%**, which is below their inclusion rate of 19.37% (gap: -19.37%). Compared to PWOD rate of 19.69%.

\$2000 - \$2999: PWTD received this award at a rate of **12.50%**, which is below the inclusion rate of 20.51% (gap: -8.01%), compared to PWOD rate of 20.46% and PWD rate of 24.07%.

\$3000 - \$3999: PWD received this award at a rate of **16.67%**, which is below the inclusion rate of 16.82% (gap: -0.15%); PWOD rate 17.01%, PWTD 37.50%.

\$4000 - \$4999: PWD and PWTD received this award at the rate of **0.00%**, compared to their inclusion rate of 9.09%, respectively (gap: -9.09%, respectively). Compared to PWOD rate of 9.46%.

QSI

PWTD received this award at a rate of **0.56%**, which is below the inclusion rate of 1.85% (gap: -1.29%). Compared to PWOD rate of 4.92%.

Overall analysis, PWD and PWTD receive awards at a lower rate than PWOD/PWOTD, indicating a trigger.

Note: The difference between the awards received between PWD, PWTD, and persons without disabilities is the category of employees who did not identify their disability status; therefore, it is not listed in the analysis.

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

a. Pay Increases (PWD)	Yes 0	No 0	N/A X
b. Pay Increases (PWTD)	Yes 0	No 0	N/A X

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USAID does not receive measurable data on PWD/PWTD for QSI's and performance-based pay increases.

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 |

N/A

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 | N/A X |
| ii. Internal Selections (PWD) | Yes 0 | No 0 | N/A X |
| b. Grade GS-15 | | | |
| i. Qualified Internal Applicants (PWD) | Yes 0 | No X | N/A 0 |
| ii. Internal Selections (PWD) | Yes 0 | No X | N/A 0 |
| c. Grade GS-14 | | | |
| i. Qualified Internal Applicants (PWD) | Yes 0 | No X | N/A 0 |
| ii. Internal Selections (PWD) | Yes 0 | No X | N/A 0 |
| d. Grade GS-13 | | | |
| i. Qualified Internal Applicants (PWD) | Yes 0 | No X | N/A 0 |
| ii. Internal Selections (PWD) | Yes 0 | No X | N/A 0 |

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Civil Service:

Senior grade level qualification and drop off rates throughout the application process does not indicate any triggers at this time.

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

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	N/A	X
	ii. Internal Selections (PWTD)	Yes	0	No	0	N/A	X
b.	Grade GS-15						
	i. Qualified Internal Applicants (PWTD)	Yes	0	No	X	N/A	0
	ii. Internal Selections (PWTD)	Yes	0	No	X	N/A	0
c.	Grade GS-14						
	i. Qualified Internal Applicants (PWTD)	Yes	0	No	X	N/A	0
	ii. Internal Selections (PWTD)	Yes	0	No	X	N/A	0
d.	Grade GS-13						
	i. Qualified Internal Applicants (PWTD)	Yes	0	No	X	N/A	0
	ii. Internal Selections (PWTD)	Yes	0	No	X	N/A	0

Civil Service:

Senior level positions qualification and drop off rates throughout the application process does not indicate any triggers at this time.

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,

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

Civil Service:

Senior grade level qualification and drop off rates throughout the application process does not indicate any triggers at this time.

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

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

Civil Service:

Senior grade level qualification and drop off rates throughout the application process does not indicate any triggers at this time.

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

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

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

a. Executives (SES)						
i. Qualified Internal Applicants (PWD)	Yes	0	No	0	N/A	X
ii. Internal Selections (PWD)	Yes	0	No	0	N/A	X
b. Managers (CS)						
i. Qualified Internal Applicants (PWD)	Yes	0	No	X	N/A	0
ii. Internal Selections (PWD)	Yes	0	No	X	N/A	0
c. Supervisors (CS)						
i. Qualified Internal Applicants (PWD)	Yes	0	No	X	N/A	0
ii. Internal Selections (PWD)	Yes	0	No	X	N/A	0

Supervisory positions for internal hires and/or selectees qualification and drop off rates throughout the application process does not indicate any triggers at this time.

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

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

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

Agency Overall:

The application process does not indicate any triggers regarding CS internal hires/selectee

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supervisory positions at this time.

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

Agency Overall:

The application process does not indicate any triggers regarding CS supervisory positions selectees at this time.

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

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

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

Agency Overall

For CS supervisory for new hires, the application process does not indicate any triggers from the qualification to hiring stages at this time.

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

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Section V: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

Yes 0 No 0 N/A **X**

USAID does not have Schedule A conversion rates at the time of reporting.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a.	Voluntary Separations (PWD)	Yes 0	No X
b.	Involuntary Separations (PWD)	Yes 0	No X

No triggers noted for this benchmark.

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

a.	Voluntary Separations (PWTD)	Yes 0	No X
b.	Involuntary Separations (PWTD)	Yes 0	No X

No triggers noted for this benchmark.

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4. 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

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

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

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

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

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

USAID’s Bureau for Management, Office of the Chief Information Office (M/CIO) is committed to making the Agency’s Information and Communication Technology (ICT) accessible to

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individuals with disabilities. M/CIO is planning to complete the following tasks over the next fiscal year as part of its ongoing effort to meet or exceed the requirements of Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d):

1. Training:

- a. **Section 508 Awareness Training:** Institute mandatory, Agency-wide Section 508 Awareness Training to expand workforce knowledge about Section 508 laws. Work with the training team to complete the Agency annual Section 508 Awareness training redesign/redevelopment, mandate the Training for the Agency workforce and require at least 80% of questions of the quiz to be correctly answered.
- b. **PDF Document Accessibility Webinar:** Continue to provide PDF accessibility testing/remediating training upon demand and ensure that PDF documents posted on the USAID.gov website conform to Section 508 standards and are accessible to persons with disabilities.

2. Conformance Testing, Validation, Tracking and Reporting:

- a. **Hybrid testing:** Partner ITO test team to conduct Hybrid testing for the Agency existing and new web applications: the auto scan configured/built with deque aXe Monitor and manual testing performed with ANDI and CCA tools; Review the testing results and Provide the report with the feedback/validation
- b. **Survey forms Clearance:** Validate and Clear the Survey forms
- c. **PDF documents Testing:** Test and Help to remediate PDF documents
- d. **SO-PAT (System Owner-Product Accessibility Template):** Evaluate and validate SO-PATs
- e. **SHR (Software and Hardware Request):** Review and Evaluate SHRs and making recommendations on approval/denial/restriction from Section 508 perspective
- f. **Biannual Section 508 Program Maturity Report:** Submit Agency Bi-Annual Section 508 Program Maturity report to OMB

3. ADS Policy Revision:

Work with LPA to ensure that ADS 551 (Section 508 and Accessibility), ADS 302mak

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(USAID Implementation of Section 508 of the Rehabilitation Act of 1973) and other Section 508 related policies and procedures are aligned with the latest Section 508 Standards and make the updates as needed.

USAID's Washington Real Estate Strategy in 2021-22 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.

OCR's Disability Employment created a new centralized tool (the Disability Resource Center (DRC), which went live via the intranet on November 5, 2021. The DRC offers centralized information to managers, employees, and HR officials regarding the hiring, retention, development, and advancement of individuals with disabilities, and the increased access to USAID's virtual and physical work environments. In addition to the new DRC, OCR is awaiting our move into a new suite. A proposed budget was sent to the OCR front office, which included a request for new fiscal year funds to establish an on-site demonstration center for assistive technology and ergonomic equipment in support of the DE division's program goals.

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 2022, 456 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 9 days, with only one outside of the 30-day limit. Percentage of timely-processed requests in FY 2022 is 99.8%.

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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.

OCR's Disability Employment (DE) continues to maintain the RA Policy Implementation: Automated Directive System (ADS) Chapter 111 on Procedures for Providing Reasonable Accommodation to Individuals with Disabilities, in compliance with the Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation, which went through several partial revisions during this fiscal year. The DE Division and ADS Policy Team updated the full revised internal policy to include the following additions:

1. More inclusive gender-neutral language is now represented properly in accordance with the Agency's initiative, issued on January 13, 2022; and
2. Policies and Procedures for Recording Audio and Video Meetings (ADS-502mah) was added in the agency policy on June 22, 2022.

The DE team drafted and disseminated Agency Notices and several documents for OCR and other bureaus pertaining to the Future of Work, and reasonable accommodation related topics and recruitment efforts. Examples of notices and documents presented to the Agency's workforce were:

- Event Series National Disability Employment Awareness Month (NDEAM): America's Recovery: Powered by Inclusion at USAID Commemorating National Disability Employment Awareness Month (October 2021);
- The OCR Requesting Reasonable Accommodation and Addressing Discrimination & Harassment Complaints Training (October 2021-April 2022);
- Making Reasonable Accommodation Request Prior to Workplace Reentry (December 2021 and March 2022);
- New Process for Requesting American Sign Language (ASL) Interpreting and Computer Aided Real-Time Transcribing (CART) Services (January 2022);

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- Federal Relay (FedRelay) Service discontinued (March 2022);
- Office of Civil Rights, Disability Employment Division Lunch and Learn Session: How to Use and/or Request Interpreting Services (April 2022)
- Reviewing, Validating, and Updating Your Disability Status Code (July 2022);
- Direct Hire Hiring Surge: Do You Qualify for Schedule A for Applicants with Disabilities? (August 2022);
- Enhanced Mechanisms to Facilitate the Hiring of Non-Competitive Applicants – Veterans and Persons with Disabilities (August 2022);
- Employment Information and Resources for Veterans and Persons with Disabilities (September 2022); and
- Hiring Managers: Meet Candidates at the Virtual USAID Veterans and Persons with Disabilities Career Fair (September 2022).

The DE Division provided awareness training and education during the FY, and disseminated disability-related articles for educational purposes published on the December 2021 and July 2022 EXONet and Bureau for Management’s Office “Acquisition and Assistance At-a-Glance” December 2021 newsletters, and “In the Loop” OCR’s (December 2021 & March 2022) quarterly newsletters.

The OCR/DE team developed and provided training virtually using various platforms to 3,870 USAID participants regarding their responsibilities and rights to reasonable accommodation, accessibility, and other disability matters in the workplace.

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,

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and monitoring PAS requests for trends.

The Agency provides ADS Chapter 111 on Procedures for Providing Reasonable Accommodation for Individuals with Disabilities to ensure efficient processing of requests, to include requirements for Personal Assistance Service (PAS) requests. The effectiveness of the procedures to implement the PAS requirement are to provide timely approved services, training to the Deciding Officials and employees the purposes of PAS, monitoring the trends to modify/update the PAS contract in the Agency with the service provider. OCR has a contract in place (since May 2020) to provide PAS to any employees whose disability requires those services. OCR has established clear and specific requirements in the contract for all PAS providers to perform. OCR's Reasonable Accommodation Specialist monitors the PAS services and works with the OCR's Contracting Officer Representative to ensure that all services provided to USAID employees meet the terms of the contract. The contract was expanded this fiscal year to continue supporting one permanent user and added support for the one as needed user, and one-time user.

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Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?
Yes 0 No **X** N/A 0
2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?
Yes 0 No 0 N/A **X**
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

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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. In FY 2022, while there were many noted triggers for PWD and PWTD employees, further analysis needs to be conducted to identify strategic areas for barrier analysis. As such, the J-1 plan addresses the steps of conducting barrier analysis for this part.

Part J-1 Barrier Analysis for Triggers Associated with PWD/PWTD Employees

EEOC FORM 715-02 PART J-1		<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Trigger	PWD and PWTD triggers exist in several categories, requiring further analysis.		
Barrier(s)	No barriers have been identified; however, potential barriers that have been identified are perception bias about PWD/PWTD in the workplace and lack of knowledge regarding hiring PWD/PWTD.		
Objective(s)	Conduct barrier analysis to determine areas of improvement related to the lifecycle of PWD and PWTD employees.		
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)	
HCTM, Acting Chief Human Capital Officer (CHCO) – Cheryl Anderson		Yes	
OCR, Acting Director - Ismael Martinez		Yes	
OCR, Mark McKay - OCR DE Division Chief		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	Yes	A review of all MD-715 B tables revealed several	

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Tables		triggers that require further analysis.			
Complaint Data (Trends)	Yes	A review of complaints data was conducted, but did not show relevant trends at this time. The data will be considered in the barrier analysis process as an additional data point.			
Grievance Data (Trends)	No				
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No	USAID had no findings in FY 2022.			
Climate Assessment Survey (e.g., FEVS)	No				
Exit Interview Data	No				
Focus Groups	No				
Interviews	No				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No				
Other (Please describe)	-				
#	Target Date	Planned Activities	Sufficient Staffing and Funding? (Yes or No)	Modified Date	Completion Date
1	9/30/2020	Administer an initial and periodic resurvey of staff to	Yes		07/18/2022

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		increase self-identification.			
2	9/30/2020	Share reports highlighting PWD trends to Agency leadership annually to ensure prioritization.	Yes		08/30/2022
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	09/30/2022
4	12/31/2020	Review FEVS data for additional insights.	Yes		02/28/2021
5	9/30/2025	OCR and HCTM will collaborate to implement a Barrier Analysis Working Group to determine necessary data requirements to strategically identify agency policies, practices, and procedures that may be causing barriers across the employee lifecycle that affect PWD and PWTD.	Yes	09/30/2022	

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6	9/30/2021	Review and update, as appropriate, USAID’s Plan for the Recruitment and Hiring of Persons with Disabilities.	Yes	03/15/2022	09/30/2022
7	9/30/2022	Regularly review/monitor statistical information on new hires, promotions, and separations of PWD and PWTD.	Yes		07/30/2022

Accomplishments

Fiscal Year	Accomplishments and Modifications
2022	<p>Accomplishments</p> <ul style="list-style-type: none"> ● 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. ● 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. Additionally, the Agency encouraged staff to update disability status in Agency Notice: Reviewing, Validating, and Updating Your Disability Status Code Disability Employment Strategic Plan. ● The OCR/DE team will be trained during FY 2023 and will be able to perform a full barrier analysis.

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	<p>Modifications</p> <ul style="list-style-type: none">• Further analysis needs to be conducted into all triggers to determine the best strategic plan for USAID to address potential barriers to PWD and PWTD employees. An action item was added with a realistic timeline to allow for this analysis to be conducted Agency-wide.
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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/Latino origin), African American or Black Males and Females (not of Hispanic/Latino origin), Hispanic or Latino Males and Females, Asian American or Other 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: African American or Black, 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/Latino Origin. All persons having origins in any of the original people of Europe, North Africa, or the Middle East.

AFRICAN AMERICAN OR BLACK – Not of Hispanic/Latino Origin. All persons having origins in any of the Black racial groups of Africa.

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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 ALASKA 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 OTHER 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.

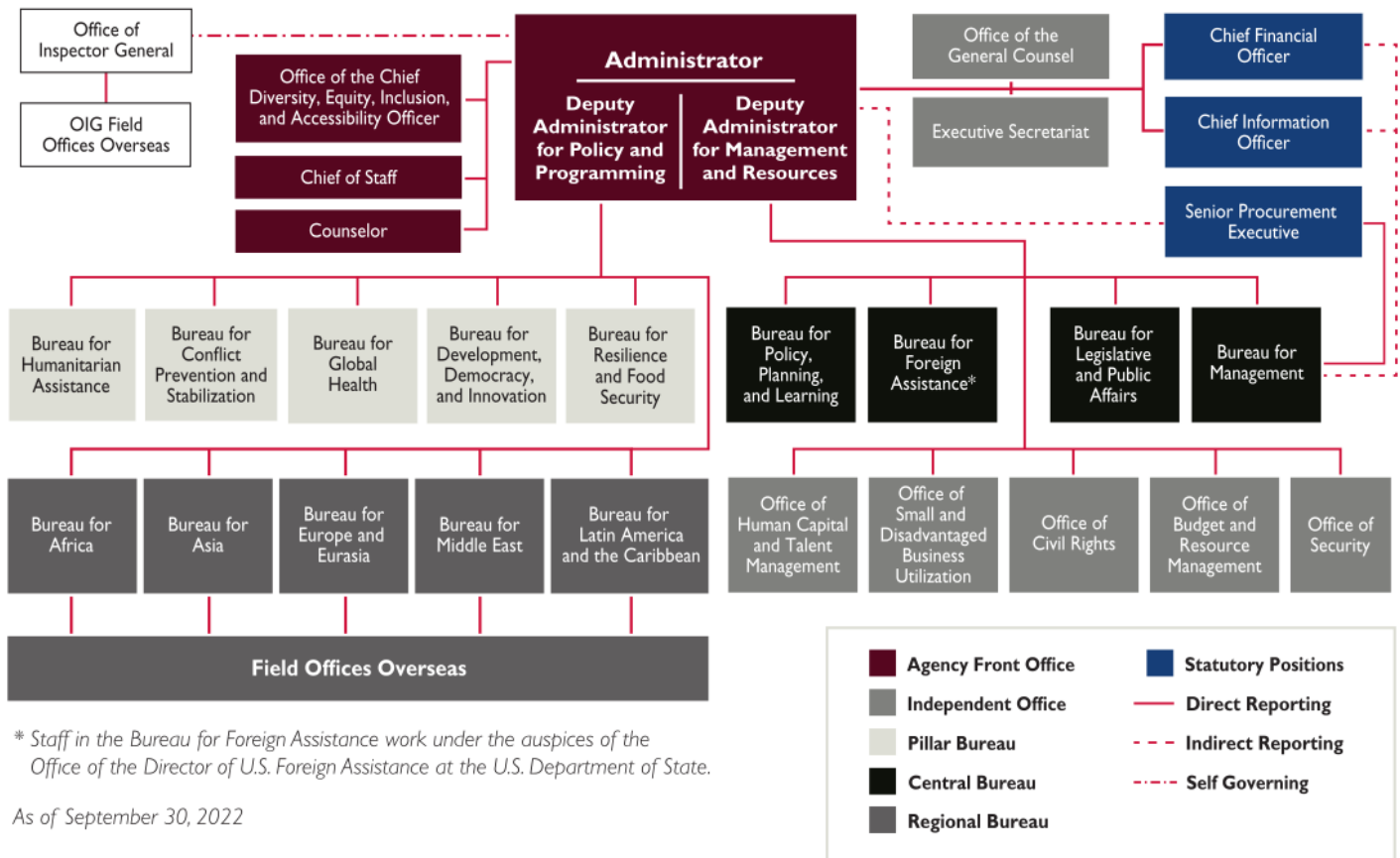
TARGET DATE: Date (month/year) for completion of an action item.

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.

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Appendix A: FY 2022 USAID Organizational Chart



* Staff in the Bureau for Foreign Assistance work under the auspices of the Office of the Director of U.S. Foreign Assistance at the U.S. Department of State.

As of September 30, 2022

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Appendix B: FY 2022 USAID EEO Policy Statement



USAID
FROM THE AMERICAN PEOPLE



AGENCY NOTICES

Office of Origin: AID/A
Notice Category: Office of the Administrator
Date of Announcement: October 7, 2021
Distribution: USAID/General Notice

This message was sent out on October 7, 2021 as an executive message.
This notice is being posted to the intranet for record purposes.

U.S. Agency for International Development Policy Statement on Equal Employment Opportunity

USAID's ability to create a safer, healthier, more democratic, and more prosperous world relies on our ability to foster a diverse, equitable, inclusive, and accessible workforce and culture where all members of our workforce can thrive. To this end, I reaffirm USAID's commitment to addressing inequality—including by tackling discrimination—and working tirelessly to ensure that all employees receive equal treatment under the law.

Our aim is to ensure that all employees can achieve their fullest potential and applicants for employment can compete on an equitable basis regardless of race, color, religion, sex (including pregnancy, sexual orientation, gender identity, or transgender status), national origin, age, physical or mental disability, genetic information, religion, marital or parental status, veteran status, membership in an employee organization, political affiliation, or involvement in protected equal employment opportunity (EEO) activity.

Federal law and USAID policy prohibit discrimination, harassment, and EEO-related retaliation in the workplace and all employment-related decisions, including, but not limited to, hiring, tenure, retention, promotion, assignments, career development, and benefits. Members of USAID's workforce and applicants for employment who believe they have been subjected to discrimination or retaliation—or who are seeking additional information about their EEO rights and responsibilities—may contact the [Office of Civil Rights and Diversity](https://pages.usaid.gov/OCRD/forms/contact-ocrd) (<https://pages.usaid.gov/OCRD/forms/contact-ocrd>) (OCRD) or an EEO Counselor at EEOcomplaints@usaid.gov (<http://mailto:EEOcomplaints@usaid.gov>) within 45 days from the date the discrimination was believed to have occurred, or, if the discrimination involved a personnel action, from the date the action took effect.

subject to corrective or disciplinary action if found to have engaged in misconduct.

Maintaining an Agency atmosphere that is free from discrimination, harassment, and retaliation is essential to our credibility when promoting democratic values, human rights, and rule of law with our partner countries. When we exemplify these seminal values as an Agency, we not only celebrate our diversity, but become more inclusive and equitable as well as more effective in all we do.

Samantha Power
Administrator

Any questions concerning this notice may be directed to:

-- Cheryl Klein, OCRD, (202) 372-5541, cklein@usaid.gov (<mailto:cklein@usaid.gov>)

Notice 1055

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Appendix C: FY 2022 USAID DEIA Strategic Plan

**OFFICE OF THE CHIEF DEIA OFFICER
OFFICE OF THE ADMINISTRATOR**

DEIA STRATEGIC PLAN

USAID’s Diversity, Equity, Inclusion, and Accessibility (DEIA) Strategic Plan lays out ten DEIA priorities that USAID is committed to achieving. This plan builds on the DEI Strategic Plan that USAID Administrator Power signed in 2021. It adds an intentional focus on accessibility and is aligned with the wider [US Government DEIA Strategic Plan](#). We endeavor to enhance DEIA in all we do, domestically and overseas, and we recognize (as research shows) this starts from within.



DIVERSITY

- Strengthen the structure, processes, and systems to coordinate DEIA advancement
- Improve the collection of voluntarily self-reported demographic data about the federal workforce

EQUITY

- Establish new recruitment partnerships and leverage existing ones to build more diverse pipeline into public service
- Remove barriers for low-income and first-generation professionals
- Advance pay equity for fair compensation for talents
- Advance equity for USAID LGBTQI+ workforce

INCLUSION

- Issue guidance for tracking demographic data for professional development programs. Implement/increase DEIA training and issue related guidance and best practices
- Advance equity and transparency in professional development opportunities

ACCESSIBILITY

- Serve as a model employer for members of the workforce with a disability

SAFE WORKPLACES

- Create a framework to address workplace harassment, including sexual harassment; and promote training, education, prevention programs, and monitoring

See the full USAID DEIA Strategic Plan [here](#) and contact DEIA@usaid.gov for more information

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Appendix D: FY 2022 USAID DVAAP Report

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification			
1. Agency	U.S. Agency for International Development (USAID)	2. FY	2021-2023
3. POC Name	Alicia Pierson	4. Phone	(703) 310-0677
5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)			
<p>It is the policy of the U.S. Agency for International Development (USAID) to:</p> <ul style="list-style-type: none"> Prohibit discrimination on the basis of physical or mental impairment. Promote with reasonable accommodation, the full realization of equal employment for persons with disabilities, through a continuing affirmative employment program in the Agency, particularly, in programs of recruitment, promotion, assignment, and training. Comply with both the letter and spirit of all laws and regulations governing equal employment opportunity and affirmative employment for persons with disabilities and disabled veterans. <p>This policy is incorporated within the Automated Directives System 110, 401, 411, and 418, which are the formal repositories of agency-wide policies and procedures that guide USAID programs and operations.</p> <p>The Affirmative Employment Program, which manages the MD-715, submitted a timely report for FY 20 with public dissemination of the report and data components. This report highlights the compliance with a model EEO program.</p>			
6. OPM/DVAAP Manager Official Use Only: Did the Agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?			
Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>
	<input type="checkbox"/>	No	<input type="checkbox"/>

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7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)							
8. Total # Employees	3,645	9. # Of Veterans	270	10. # Of Disabled Veterans	259	11. # Of 30% Or More Disabled Veterans	85
<p>Overall Workforce Representation:</p> <p>As of September 30, 2019, USAID's total workforce was 3,315. Of those, 259 (7.8%) were veteran employees. Of those 250 (7.5%) were disabled veterans, and 79 (2.4%) were 30 percent or more disabled veterans.</p> <p>New Hires:</p> <p>For the FY 2020 USAID hired 48 (8.1%) veteran employees. Of those, 44 (7.4%) were disabled veterans; and 14 (2.4%) were 30 percent more disabled veterans.</p> <p>Separations:</p> <p>30 (11.9%) separated as follows: 30 (11.9%) were disabled veterans, 8 (3.2%) were 30% or more disabled.</p> <p>Promotions:</p> <p>33 (8.0%) promotions as follows: 32 (7.8%) were disabled veterans, 12 (2.9%) were 30% or more disabled.</p>							
12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?							
Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>		

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13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

USAID recognizes the employment of disabled veterans helps to diversify the workforce and strengthen organization performance capacity through the unique talents this constituency contributes in support of the Agency's mission. USAID will use the following strategies to recruit and employ disabled veterans in alignment with these objectives:

- Establish, sustain and strengthen liaisons with Federal Disability Employment Program Managers and Disability Coordinators at nationwide employment offices to conduct outreach, talent sourcing, and recruitment of disabled veterans.
- Partner with veterans and disabled veterans to participate in outreach and recruitment events as agency representatives to inform prospective candidates about USAID's mission and variety of careers.
- Participate in national conferences, workshops, employer panels, and other events to review employment information and provide guidance to prospective disabled veteran candidates on navigating the Federal hiring process, especially with regard to Veterans Appointing Authorities and USAJobs.
- Conduct employment workshops at military installations nationwide to increase awareness of USAID and employment opportunities. USAID will ensure that outreach activities are to the specific skill sets and Agency hiring needs.
- Enhance employment marketing via social media platforms including on USAID Careers Facebook, Twitter, and LinkedIn sites to educate and increase talent sourcing of disabled veteran candidates.
- Concurrent to developing external awareness, USAID will also increase internal Agency awareness of its disabled veterans program goals and initiatives. Internal awareness activities will center on leveraging key organizational champions to promote the value that veterans can and do bring to the USAID workforce and how USAID organizations can best utilize veteran employment activities and opportunities. Human Resource Specialists will develop internal awareness through their ongoing consultation with hiring managers to both promote knowledge of veteran employment options and encourage participation in VEPM initiatives.
- Provide mandatory training through the Learning Management System, USAID University, on the Uniformed Services Employment and Reemployment Rights Act (USERRA) and Veterans Appointing Authorities for all Hiring Officials, Human Resources Specialists, and Administrative Management Specialists to increase awareness veteran hiring regulations and employment consideration of qualified disabled veterans for Agency careers.
- Conduct recruiter training for select staff in performing outreach and recruitment activities with disabled veterans as a collateral duty including in depth review of Veteran Appointing Authority for 30 percent or more disabled veterans.
- Collaborate with the Departments of Veterans Affairs and Defense to explore additional program opportunities. In addition, to continue to attract disabled veterans, USAID will coordinate with the military services, hospitals, and disability organizations to identify additional sources for candidates. USAID will further identify colleges and universities that have strong veterans' communities to attract interns, work study candidates, or veterans with advanced degrees.

14. OPM/DVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>
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15. OPM/DVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>
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16. A description of how the Agency will provide or improve internal advancement opportunities for disabled veterans (attach supporting addendums if needed).

USAID will continue to encourage disabled veterans to complete an Individual Learning and Training Plan (ILTP) in coordination with their supervisor to identify training needs that support employee performance and career development.

Provide internal advancement opportunities through USAID's Merit Promotion Program for Civil Service and Foreign Service Promotion Boards for Foreign Service employees.

Maintain the Civil Service (CS) to Foreign Service (FS) program whereby qualifying employees, including disabled veterans, may be considered for conversion to FS positions.

Ensure the Agency communicates to the workforce, including all employed disabled veterans, USAID's primary means for providing upward mobility opportunities including:

- Merit Promotion Plan: (1) provides Agency policies and procedures for meeting its internal staffing needs with qualified candidates through the CS employment system; (2) ensures that employees have fair and equitable opportunity to develop and advance to their full potential according to their capabilities; (3) provides incentives for employees to improve their performance and develop their competencies.
- Career Candidate Corps (C3): employs qualified applicants into USAID's Foreign Service to assume positions of increasing responsibility for planning, implementing, and managing USAID's programs.
- Provide disabled veterans with career counseling services, short- and long-term training, and mentoring programs.
- Monitor personnel policies and practices to identify any barriers to employment opportunities for disabled veterans.
- Sponsor the Veteran's Internship Program. This is a Non-Paid Work Experience (NPWE) program that provides eligible veterans and servicemembers with training and practical job experience. The Agency may hire a Veteran or Servicemember at any point during his/her participation in the NPWE.

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	Not Needed <input type="checkbox"/>	
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19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

The USAID Executive Diversity Council (EDC) is an advisory board to the Administrator for diversity and inclusion; serves as a communication link between the workforce, subcomponent organizations, and agency leadership; and advocates principles of fairness, inclusion, integrity, dignity, respect and considers ways in which these principles can be advanced, including the employment of disabled veterans.

The EDC approved the Director of the External Outreach and Strategic Recruitment as a voting member to ensure strategies and issues of recruitment could be centered.

The Office of Civil Rights and Diversity will continue providing the senior leadership of Bureaus and Independent Offices with demographic workforce data during component reviews where employment strategies are discussed to increase representation of underrepresented groups, including disabled veterans. This is monitored and reported annually through the MD-715.

As a part of the model EEO program, USAID will continue conducting Workforce Analyses and Barrier Analyses to produce reports that monitor progress and inform planning of all affirmative employment goals and objectives. This is specifically applicable to veterans with disabilities.

The Office of Human Capital and Talent Management and Employee Resource Groups will continue to co-sponsor webinars, Brown Bag sessions and observances on topics supporting disabled veteran hiring and advancement. These sessions will include topics on employment and career development strategies for ERG members and other USAID disabled veteran personnel.

20. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes	<input type="checkbox"/>	Somewhat	<input type="checkbox"/>	No	<input type="checkbox"/>	Not Applicable	<input type="checkbox"/>
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21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)

The USAID VEPM will continue to conduct comprehensive program management for disabled veterans employment by participating in agency planning efforts to increase the employment and advancement of disabled veterans through the following activities:

- Monitor veteran hiring statistics to inform Bureau and Independent Office senior leadership of their progress in relation to targeted hiring goals
- Present employment data to the Executive Diversity Council to consider the composition of disabled veterans within the agency, across occupational series, grade levels, supervisory levels, and personnel actions (hires and separations).
- Partner and collaborate with other Federal VEPMs to benchmark best practices and leverage efficiencies for program enhancement.
- Solicit and integrate input received from key stakeholders on disabled veteran employment including Human Resources Specialist, Administrative Management Specialists, and Hiring Officials.
- The Agency established an automated Applicant Flow Dashboard to monitor quarterly Veteran hiring results. The information is segmented by component (e.g. - Bureau/Office); Race/National origin; and Gender categories to inform targeted efforts for sourcing, recruiting, and employing Veterans. USAID uses the applicant flow dashboard to evaluate the volume of Veterans applying to career opportunities in comparison to National Civilian Labor Force percentages. The quarterly findings inform agency efforts for sourcing and conducting strategic recruitment to employ Veterans. In FY 2020, the results informed efforts for increasing Veteran candidate referrals for Non-competitive appointment consideration and participation in targeted recruitment Veteran events. In addition, Bureaus and Independent Offices were briefed on Veterans employment requirements and options to increase hiring rates through presentations to the Administrative Officers Council, Veterans Employee Resource Group, and Executive Diversity Council.

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)

Yes <input type="checkbox"/>	Somewhat <input type="checkbox"/>	No <input type="checkbox"/>	
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23. POC's Name, Email, and Phone Number of Operating Components and Field Installations (If Applicable)

Designated DVAAP Certifying Official:

- 1.) Name: Thomas Davis
- 2.) Title: Acting Deputy Chief Human Capital Officer, Human Capital Talent Management
- 3.) Email: thdavis@usaid.gov
- 4.) Telephone Number: 202-712-0778

Designated DVAAP POC:

- 1.) Name: Alicia Pierson
- 2.) Title: Veterans Employment Program Manager
- 3.) Email: apierson@usaid.gov
- 4.) Telephone Number: 703-310-0677

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Plan Certification					
<p>The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.</p>					
<p>Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.</p>					
<p>Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.</p>					
<p><u>Certification</u></p> <p>The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.</p> <p>Please type or print clearly. After an original signature is obtained, <u>scan</u> and <u>return</u> this sheet.</p>					
24. Dates of the Period of Time the Plan is Covered		From	10/01/2020	To	09/30/2023
25. Agency Name	U.S. Agency for International Development (USAID)				
26. DVAAP POC's Name	Alicia Pierson				
27. Title	Veterans Employment Program Manager				
28. Telephone Number	(703) 310-0677	29. Email	apierson@usaid.gov		
30. Date Plan Last Amended		31. Date Effective	11/27/2019		
32. DVAAP Certifying Official's Name	Thomas Davis				
33. Title	Acting Deputy Chief Human Capital Officer				
34. Telephone Number	(202) 712-5500	35. Email	thdavis@usaid.gov		
36. DVAAP Certifying Official Signature		37. Date			

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Agency Disabled Veterans Affirmative Action Program Plan and Certification
Electronic Reporting Instructions

General Instructions:

1. Complete all items and questions in the forms field.
2. Electronic Requirements – Agency should only submit data for what they are planning to do for the next Fiscal Year in accordance with the minimal requirements of the plan content from Title 5 CFR Part 720 Subpart C, which is provided on this form.
3. Collection of plan data requires a completed plan data element that has been recorded to be used throughout the Fiscal Year. Plans may vary from agency to agency. This form provides conformity and standardization for the minimal required core data. The forms have limited characters so agency may attach addendums when needed, if the form does not allow you to capture the data completely.

DVAAP Plan and Certification Information

1. **Agency** – Provide the name of the agency.
2. **FY** – Provide the Fiscal Year of which the plan will be covered under. If the plan is covering more than one year capture it in the form field, as seen on the following example: 2016-2018.
3. **POC Name** – Provide the name of the point of contact.
4. **Phone** – Provide the phone number of point of contact.
5. **A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled** – Provide a statement of the agency's policy in regards to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
6. **Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a policy in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled.
7. **An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled -** Provide an assessment of the current status within the agency of the total amount of employees, veterans, disabled veterans and emphasizing those veterans who are 30 percent or more disabled. You may attach supporting graphs, charts, and addendums if the information provided pertains to the requirement.
8. **# of Employees** – Provide the total number of employees within the agency.
9. **# of Veterans** – Provide the total number of veterans within the agency.
10. **# of Disabled Veterans** - Provide the total number of disabled veterans within the agency.

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- 11. # of 30% or More Disabled Veterans** – Provide the total number of 30% or more disabled veterans within the agency.
- 12. Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled.
- 13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled** – Provide a description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
- 14. Did your agency provide a description of recruiting methods that they will use to seek out disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of recruiting methods that they will use to seek out disabled veterans.
- 15. Did your agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided special steps that would be taken to recruit 30 percent or more disabled veterans.
- 16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans** – Provide a description of how the agency will provide or improve internal advancement opportunities for disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement.
- 17. Did your agency provide a description of how they will provide internal advancement opportunities for disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of how they will provide internal advancement opportunities for disabled veterans.
- 18. If needed, is there a plan of how your agency will improve internal advancement opportunities for disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat”, “No”, or “Not Needed” to indicate if agency provided a description of how they will improve internal advancement opportunities for disabled veterans.
- 19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans** – Provide a description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement. For agencies that do not have operating components or field installations, state in the form field N/A.

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- 20. Did your agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat”, “No”, or “Not Applicable” to indicate if agency provided a description on how they will inform their operating components and field installations on a regular basis, on responsibilities such as the employment and advancement of disabled veterans. Not Applicable for agencies that do not have operating components or field installations.
- 21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan** – Provide a description of how the agency will monitor, review, and evaluate its planned efforts, if applicable, including implementation at operating component and field installation levels during the period covered by the plan. You may attach supporting addendums if the information provided pertains to the requirement.
- 22. Did your agency provide a description on how they will monitor, review and evaluate its planned efforts?** OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provides a description on how they will monitor, review and evaluate its planned efforts.
- 23. POC’s Name, Email, and Phone Number of Operating Components and Field Installations** – If applicable provide point of contact’s name, email, and phone number of operating components and field installations.
- 24. Dates of the Period of Time the Plan is Covered** – Provide the start date of the plan and the end date of the plan.
- 25. Agency Name** – Provide the name of the agency.
- 26. DVAAP POC’s Name** – Provide the DVAAP point of contact’s name.
- 27. Title** – Provide the title of the point of contact.
- 28. Telephone Number** – Provide the phone number of the point of contact.
- 29. Email** – Provide the email of the point of contact.
- 30. Date Plan Last Amended** – Provide the date of when the plan was last amended.
- 31. Date Effective** – Provide the date when the plan is effective.
- 32. DVAAP Certifying Official’s Name** – Provide the DVAAP Certifying Official’s name.
- 33. Title** – Provide the title of the DVAAP Certifying Official.
- 34. Telephone Number** – Provide the phone number of the DVAAP Certifying Official.
- 35. Email** – Provide the email of the DVAAP Certifying Official.
- 36. DVAAP Certifying Official Signature** – DVAAP Certifying Official must provide an electronic signature or print out the page and hand sign the plan certification.
- 37. Date** – Provide the date that plan was signed.

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Appendix E: USAID FY 2022-2024 Disability Employment Strategic Plan



DARCY KEIFEL FOR USAID

DISABILITY EMPLOYMENT
STRATEGIC PLAN

Fiscal Years 2022–2024

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INTRODUCTION

The U.S. Agency for International Development (USAID) Disability Employment Strategic Plan (DESP) for Fiscal Years (FY) 2022–2024 outlines the Agency’s strategy for employing individuals with disabilities in alignment with Executive Order (EO) 13548, Increasing Federal Employment of Individuals with Disabilities, which directs Federal agencies to improve efforts to employ people with disabilities and targeted disabilities through increased recruitment, hiring, and retention of these individuals. The Agency is committed to addressing areas of opportunity that contribute to the sustainable employment of individuals with disabilities identified in recent years. With disabilities, USAID is better positioned to strengthen organizational performance capacity and lead activities that contribute to America’s broader national security objectives.

It is the policy of USAID to actively recruit, employ, and advance opportunities for individuals with disabilities, especially those who have a targeted disability. In FY 2020, USAID hired 227 individuals for Federal employment, of which 23 (10 percent) were disabled and 4 (2 percent) were individuals with targeted disabilities. As of FY 2020, 173 individuals with disabilities (5 percent) and 50 individuals with targeted disabilities (1 percent) comprised the Agency’s federal workforce. The DESP outlines the strategies and initiatives USAID will execute to enhance efforts to employ individuals with disabilities, in alignment with the intent of EO 13548, including:

- Designating senior-level leaders who are accountable for enhancing employment opportunities for individuals with disabilities;
- Increasing the number of new hires who have disabilities, including those with targeted disabilities, through strategic recruitment;
- Providing employment opportunities for students with disabilities;
- Evaluating program data to inform Agency efforts;
- Expanding professional development and advancement opportunities that are accessible and include employees with disabilities;
- Increasing retention rates of employees with disabilities; and
- Expediting the return to work of seriously injured and ill employees.

PLAN FRAMEWORK

The DESP is structured to address opportunities for improving the employment of individuals with disabilities at each stage of the ‘employment lifecycle,’ including talent acquisition; talent development; employee performance management; and retention.

TALENT ACQUISITION

The Agency will align with the Workforce Strategy* to confirm the requirements for attracting, recruiting, assessing, and selecting individuals with disabilities for employment. USAID will ensure outreach and strategic recruitment initiatives are implemented to eliminate barriers to employment and ensure fair hiring, retention, and advancement for individuals with disabilities.

*Workforce Strategy is inclusive of Human Capital Plans, Workforce Plans, Diversity and Inclusion Strategic Plan and related subjects.

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GOAL 1.1: CANDIDATE SOURCING AND RECRUITMENT IS STRENGTHENED.

- Strategy 1.1.a – Participate in national career fairs and conferences to attract individuals with disabilities.
- Strategy 1.1.b – Advertise and market USAID careers on platforms serving persons with disabilities, including social media.
- Strategy 1.1.c – Establish a resume repository of candidates with disabilities who may be considered for non-competitive appointment to USAID careers through the referral process.
- Strategy 1.1.d – Increase the use of special appointing authorities to employ individuals with disabilities, including Schedule A and related Veterans Appointing Authorities.
- Strategy 1.1.e – Offer student employment, the Workforce Recruitment Program (WRP), Operation Warfighter (OWF), and other career experience opportunities to persons with disabilities.
- Strategy 1.1.f – Ensure hiring plans consider planning for employing persons with disabilities, including for Mission Critical Occupations (MCO) and other key positions.

GOAL 1.2: STRATEGIC PARTNERSHIPS WITH DISABILITY-SERVING ORGANIZATIONS INCREASE ACCESS TO PERSONS WITH DISABILITIES.

- Strategy 1.2.a – Build partnerships with colleges and universities for the purpose of recruiting individuals with disabilities.
- Strategy 1.1.b – Conduct outreach to community-based organizations serving people with disabilities to engage their constituents.
- Strategy 1.1.c – Establish partnerships with the U.S. Department of Labor’s Office of Disability Employment Policy, Job Action Network; the U.S. Department of Defense, the U.S. Department of Veteran Affairs, State Vocational Rehabilitation Centers, and other disability-serving organizations.

GOAL 1.3: WORKFORCE PARTICIPATION IN ACTIVITIES TO RECRUIT AND HIRE PERSONS WITH DISABILITIES IS IMPROVED.

- Strategy 1.3.a – Provide Recruiter training to hiring officials and the Employees with Disabilities (EWD) Employee Resource Group (ERG) to participate in recruitment efforts for people with disabilities.
- Strategy 1.3.b – Issue recruitment materials for persons with disabilities to staff conducting outreach and recruitment activities on behalf of USAID.
- Strategy 1.3.c – Solicit recommendations from the EWD ERG for outreach and recruitment opportunities that target persons with disabilities.
- Strategy 1.4.d – Provide hiring officials with a diversity profile of their workforce during recruitment and hiring consultations to inform efforts to reach persons with disabilities.

GOAL I PERFORMANCE MEASURES

- Results from the Manager Satisfaction Survey
- Candidate sourcing and referral volume
- Applicant flow data analysis
- Barrier analysis
- Number of events and partnerships established and/or maintained

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TALENT DEVELOPMENT

The Agency will implement and maintain employee development and engagement programs that contribute to developing and retaining persons with disabilities. USAID will also provide learning resources and opportunities that support the advancement of individuals with disabilities.

GOAL 2.1: PROFESSIONAL DEVELOPMENT OPPORTUNITIES ARE ACCESSIBLE

- Strategy 2.1.a – Provide guidance to EWD and supervisors for establishing, supporting, and maintaining Individual Learning and Training Plans (ILTP).
- Strategy 2.1.b – Encourage EWD to participate in professional development program offerings that may increase their competitiveness for advancement.
- Strategy 2.1.c – Confirm EWD are provided effective reasonable accommodations to support their on-the-job performance.
- Strategy 2.1.d – Examine the potential for upward mobility program(s) to advance careers and retain EWD.
- Strategy 2.1.e – Solicit EWD to participate in the USAID Mentoring Program to support professional growth.
- Strategy 2.1.f – Promote USAID Career Counseling services to assist EWD in identifying development needs and establishing plans to address these needs.

GOAL 2.2: PROFESSIONAL DEVELOPMENT INFRASTRUCTURE EFFECTIVELY SUPPORT EWD.

- Strategy 2.2.a – Provide training consistent with the Americans with Disabilities Act, allowing EWD to participate fully in training with supporting learning materials that meet accessibility standards.
- Strategy 2.2.b – Deploy annual training on hiring, retaining, and including individuals with disabilities for all Agency hiring officials, Human Resources professionals, and other personnel serving on hiring and/or performance boards.
- Strategy 2.2.c – Conduct training to the workforce on reasonable accommodations that support the hiring, development, advancement, and retention of individuals with disabilities.

GOAL 2 PERFORMANCE MEASURES

- Rate of EWD participating in professional development, career counseling, and mentoring program offerings
- Completion rate for annual training on disability employment
- Evaluation of results from training surveys
- Percentage of staff completing ILTP

EMPLOYMENT PERFORMANCE MANAGEMENT

USAID will implement and maintain employee performance management practices and activities that support EWD and the Agency's mission.

GOAL 3.1: PERFORMANCE MANAGEMENT RESOURCES ARE ENHANCED.

- Strategy 3.1.a – Provide supervisors with formal training on Performance Management.
- Strategy 3.1.b – Update the Operational Policy (Automated Directives System) to require managers and supervisors to utilize tools that encourage EWD to participate in opportunities

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that support career development and performance during formal feedback sessions and progress reviews.

- Strategy 3.1.c – Provide brown bag sessions, webinars, and/or forums for EWD and the EWD ERG on the Performance Management process.

GOAL 3.2: GUIDANCE ON ADVANCEMENT OPPORTUNITIES ARE PROVIDED.

- Strategy 3.2.a – Ensure vacancy announcements contain language encouraging EWD to apply.
- Strategy 3.2.b – Communicate training offerings linked to core and technical competencies to EWD for continued career development.
- Strategy 3.2.c – Provide career opportunities to the EWD ERG to share with similarly situated internal and external constituents to increase the applicant pool of candidates with disabilities.

GOAL 3 PERFORMANCE MEASURES

- EWD performance rating statistics
- EWD training participation statistics
- EWD applicant flow analysis
- Workforce analysis on personnel action trends (e.g., promotions)
- Related Federal Employee Viewpoint Survey (FEVS) results for EWD respondents

RETENTION

The Agency will continue to provide a flexible, supportive environment to engage EWD and support them in maximizing their performance. Work-life programs, workplace flexibilities, and assistance programs will be offered to ensure the well-being of EWD.

GOAL 4.1: ENSURE OPPORTUNITIES FOR INCLUSION ARE PROVIDED.

- Strategy 4.1.a – Issue annual survey to self-identified EWD and the EWD ERG to solicit perspectives on the USAID employment experience to inform Agency policies, practices, and procedures.
- Strategy 4.1.b – USAID Selective Placement Program Coordinator and Disability Employment Program Manager, and Reasonable Accommodations Official actively collaborate with the EWD community to support their needs.
- Strategy 4.1.c – Senior level leadership serves as a champion to the EWD ERG and actively voices their needs and those of the broader persons with disabilities workforce.
- Strategy 4.1.d – The Agency provides opportunities for EWD to advise and promote their needs to the broader workforce through commemorative observances and special events, and briefings to leadership, including the Executive Diversity Council.

GOAL 4.2: EWD ARE SUPPORTED THROUGH ALL STAGES OF THE EMPLOYEE LIFE CYCLE.

- Strategy 4.2.a – Establish an EWD Buddy Program to integrate new employees into USAID.
- Strategy 4.2.b – Encourage EWD to participate in the USAID Mentoring Program as mentors/mentees to similarly situated constituents.
- Strategy 4.2.c – Facilitate learning sessions and speaker series with the EWD ERG to support the employment experience.

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- Strategy 4.2.d – Actively solicit employment needs from the USAID EWD community.
- Strategy 4.2.e – Solicit EWD ERG to provide recommendations to applicable operational policies.

GOAL 4.3: REWARDS AND RECOGNITION PROGRAM OPPORTUNITIES ARE COMMUNICATED.

- Strategy 4.3.a – Provide information on opportunities to receive rewards and/or recognition to EWD.
- Strategy 4.3.b – Analyze recognition and reward programs and practices to ensure the Agency barriers are eliminated and EWD are considered for opportunities.

GOAL 4.4: USAID PROVIDES A FLEXIBLE, SUPPORTIVE ENVIRONMENT.

- Strategy 4.4.a – Communicate reasonable accommodations services are to all EWD and supervisors.
- Strategy 4.4.b – Provide workplace flexibilities, such as telework, to the extent possible.
- Strategy 4.4.c – Provide Staff Care services, including the Employee Assistance Programs, and other resources.

GOAL 4 PERFORMANCE MEASURES

- Results from FEVS, Exit Survey, and other climate studies
- Barrier analysis
- Staff Care and awards programs evaluations
- EWD advancement/promotion statistics

EMPLOYMENT OF PERSONS WITH REPORTABLE AND TARGETED DISABILITY GOALS

USAID is committed to reaching the following employment goals for persons with disabilities.

- (A) No less than 12 percent of employees at the GS-11 level and above, together with employees who are not paid under the General Schedule but who have salaries equal to or greater than employees at the GS-11, step 1 level in the Washington, DC locality, are individuals with disabilities;
- (B) No less than 12 percent of employees at the GS-10 level and below, together with employees who are not paid under the General Schedule but who have salaries less than employees at the GS-11, step 1 level in the Washington, DC locality, are individuals with disabilities;
- (C) No less than 2 percent of employees at the GS-11 level and above, together with employees who are not paid under the General Schedule but who have salaries equal to or greater than employees at the GS-11, step 1 level in the Washington, DC locality, are individuals with targeted disabilities; and
- (D) No less than 2 percent of employees at the GS-10 level and below, together with employees who are not paid under the General Schedule but who have salaries less than employees at the GS-11, step 1 level in the Washington, DC locality, are individuals with targeted disabilities.

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LEADERSHIP COMMITMENT AND ACCOUNTABILITY

The following USAID leaders will advance Agency efforts to implement and ensure the employment of persons with disabilities.

The *Chief Human Capital Officer (CHCO)* is the senior Agency official accountable for enhancing employment opportunities for individuals with disabilities. The CHCO will implement the following measures to support the employment for persons with disabilities including:

- Hiring or designating a Selective Placement Coordinator to actively champion and promote disability hiring, development, and retention across the Agency.
- Providing budget and staff resources to support the USAID Disability Program.
- Holding direct reports accountable for achieving results and providing the necessary personnel and financial resources to support the initiative.
- Engaging in activities and events designed to market the Agency's vital missions to disability groups, military service organizations, academia, constituent groups, and the public.

The *Director of the Office of Civil Rights (OCR)* will regularly monitor and report to Agency bureaus/offices on Agency data concerning workforce composition, including individuals with disabilities/targeted disabilities. The Director will facilitate participation of appropriate personnel in mandatory training to recruit, hire, and retain people with disabilities. Under the Director's leadership, OCR will conduct the following activities, including:

- Providing guidance and direction to Agency elements on reasonable accommodations.
- Coordinating and providing assistance with reasonable accommodations requests.
- Ensuring information and policy on reasonable accommodations is developed and communicated, and related support services are available on the Agency's web pages.
- Re-energizing an Agency Disability Affinity Group, performing lead roles in related actions, and leading public meetings and teleconferences to share information, best practices and execution strategies.
- Developing and publishing a handbook on reasonable accommodation on the Agency website.
- Serving as an advocate to promote disability recruitment, hiring, and retention within the Agency, and collaborate with HCTM on disability outreach activities.
- Providing disability training and briefings in conjunction with HCTM to supervisors and managers.

The *Selective Placement Coordinator* will provide day-to-day program management to include:

- Executing all aspects of the Recruitment and Hiring of People with Disabilities Initiative for advertising and marketing, strategic recruitment, sourcing and referrals, and policy guidance and interpretation.
- Maintaining and updating the Agency's operational plan for the employment of people with disabilities and relevant operational policies and procedures as needed.
- Advocating and promoting disability recruitment, hiring, and retention within the Agency, and for individuals with disabilities.
- Using social media and other platforms to market Agency employment opportunities targeting Persons with Disabilities.
- Providing advisory services and consultations to supervisors, managers, and HR Specialists on the effective usage of special hiring authorities to attract individuals with disabilities.

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- Establishing and maintaining relationships with groups serving constituents with disabilities including colleges and universities, vocational rehabilitation centers, and other networks.
- Monitoring disability recruitment and hiring activities outcomes and providing periodic reports to inform Agency efforts.
- Partnering with OCR to examine findings from barrier analyses and MD-715 evaluations to refine and/or maintain strategies for employing, developing, and retaining EVD.

USAID Supervisors and Managers are responsible for the employment of persons with disabilities. Performance plans for these staff members include a standard on Equal Employment Opportunity for which the following responsibilities are aligned and required:

- Actively supporting and promoting disability recruitment and hiring.
- Hiring individuals with disabilities in accordance with goals and targets established in the strategic plans.
- Holding subordinate managers and supervisors appropriately accountable for hiring results through the performance management process.
- Integrating disability hiring and promotion strategies including the broad use of hiring authorities and flexibilities into workforce and succession plans; and hiring practices.
- Collaborating with HCTM to promote, recruit, and hire EVD for career opportunities.
- Requiring all personnel involved in the hiring process to be trained in the effective use and application of Schedule A laws and regulations.
- Exercising a variety of hiring options such as vocational rehabilitation programs, student employment, or internships to hire individuals with disabilities.
- Promoting opportunities for EVD to become involved in on-the-job assignments and developmental projects that will help them to develop competencies and increase their competitiveness for advancement within USAID.
- Assuring assistive technologies are provided as needed and special needs are addressed through the Agency's Employee Assistance Program, Reasonable Accommodations, or other Agency programs in accordance with laws, regulations, and policies.
- Integrating training needs with Individual Development Plans and as appropriate with vocational rehabilitation training plans and track completion.

MONITORING AND EVALUATION

USAID will use a wide array of mechanisms to monitor the effectiveness of Agency efforts to recruit, hire, develop, and retain persons with disabilities. In addition to the performance measures outlined in this plan, the Agency will use the following compliance activities to evaluate the employment of people with disabilities:

- Human capital reviews;
- Human Capital Accountability System;
- Federal Equal Opportunity Recruitment Plan and reporting;
- Disabled Veterans Affirmative Action Plan and reporting; and
- MD-715 reporting, barrier analyses, and related affirmative employment studies.

The Agency will also use leadership forums, including the USAID Executive Diversity Council, to communicate requirements; solicit recommendations and support; and report findings to ensure

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accountability for advancing the employment of persons with disabilities is cascaded through the workforce.

OUR COMMITMENT

USAID is committed to increasing the employment, development, and retention of people with disabilities. This integral part of the workforce is important to advancing the Agency's mission and achieving the United States' National Security objectives. The Agency will accomplish this task by expanding efforts to source and recruit diverse talent with disabilities. Once on board, these employees will receive comprehensive training and professional development opportunities to ensure they are supported to effectively perform and increase their likelihood for advancement. USAID will provide policies, programs, and practices that are responsive to eliminating employment barriers and provide a favorable workplace climate. The Agency recognizes that employing individuals with disabilities is an organizational responsibility that will be resourced, monitored, and maintained to ensure organizational performance.

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Appendix F: Joint Strategic Plan FY 2022-2026 Department of State and USAID (Excerpts)



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FY 2022-2026 JOINT STRATEGIC PLAN FRAMEWORK

GOAL 1: Renew U.S. leadership and mobilize coalitions to address the global challenges that have the greatest impact on Americans' security and well-being.	GOAL 2: Promote global prosperity and shape an international environment in which the United States can thrive.	GOAL 3: Strengthen democratic institutions, uphold universal values, and promote human dignity.	GOAL 4: Revitalize the diplomatic and development workforce and institutions.	GOAL 5: Serve U.S. Citizens around the world and facilitate secure international travel.
<p>Objective 1.1: Strengthen global health security, combat infectious disease threats, and address priority global health challenges through bilateral engagement and within multilateral fora.</p>	<p>Objective 2.1: Promote a global economy that creates opportunities for all Americans.</p> <p>Objective 2.2: Support inclusive and sustainable economic growth and opportunity for communities around the globe.</p> <p>Objective 2.3: Support U.S. technological leadership, strengthen competitiveness, and enhance and protect the U.S. innovation base while leveraging technology to improve lives around the world.</p> <p>Objective 2.4: Strengthen U.S. and global resilience to economic, technological, environmental, and other systemic shocks.</p>	<p>Objective 3.1: Promote good governance and defend strong, accountable, and resilient democracies that deliver for their citizens.</p>	<p>Objective 4.1: Build and equip a diverse, inclusive, resilient, and dynamic workforce.</p> <p>Objective 4.2: Modernize IT and leverage data to inform decision-making and support mission delivery.</p> <p>Objective 4.3: Protect our personnel, information, and physical infrastructure from 21st century threats.</p>	<p>Objective 5.1: Support and serve American citizens traveling or residing abroad.</p> <p>Objective 5.2: Advance U.S. interests by facilitating legitimate travel to and from the United States.</p>
<p>Objective 1.2: Secure ambitious climate mitigation and adaptation outcomes, including supporting effective Paris Agreement implementation.</p>		<p>Objective 3.2: Advance equity, accessibility, and rights for all.</p>		
<p>Objective 1.3: Reinvalidate U.S. humanitarian leadership and provide lifesaving protection and assistance in response to international disasters and humanitarian crises overseas.</p>		<p>Objective 3.3: Prevent, expose, and reduce corruption.</p>		
<p>Objective 1.4: Lead allies and partners to address shared challenges and competitors; prevent, deter, and resolve conflicts; and promote international security.</p>		<p>Objective 3.4: Promote a safe, humane, and orderly immigration and asylum system, address the root causes of irregular migration collaboratively with our partners, and enhance protections for refugees and displaced persons.</p>		
<p>Objective 1.5: Enhance foreign publics' understanding of and support for the values and policies of the United States.</p>		<p>Objective 3.5: Improve inclusive and equitable health, education, and livelihood services, especially for women, youth, and marginalized groups.</p>		

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MESSAGE FROM THE SECRETARY

It is my privilege to submit the Joint Strategic Plan of the U.S. Department of State and the United States Agency for International Development (USAID) for Fiscal Years 2022 to 2026.

At this moment of testing for international peace and security, the power and purpose of U.S. diplomacy is on full display, marshalling alliances and partnerships to stand up to aggression and uphold the principles that have underpinned global peace and prosperity for decades.

This Strategic Plan rests on a simple premise: the United States' domestic renewal and our strength in the world are intertwined and mutually reinforcing, perhaps to a greater extent than at any point in our lifetimes.

The COVID-19 pandemic made vivid that inextricable link. The Department and USAID are making it a top priority to help vaccinate the world and strengthen global health security to better prevent, detect, and respond to future pandemics – because none of us will be safe until all of us are safe.

The same is true of the climate crisis, an existential threat that is increasingly impacting American communities and can only be met through concerted global action led by the United States. That's why we're investing in climate resilience and green energy here at home and abroad and leading a global effort to reduce carbon pollution.

To ensure good jobs and opportunities for American workers and families, we need to promote secure and resilient supply chains, push back against unfair trading practices, and build a more stable, inclusive global economy. We need to shape the rules and standards that will govern emerging critical technologies like artificial intelligence so that they serve U.S. interests, secure our competitive edge, and uphold American values.

Those values are under threat in many places around the world. Our work to defend against authoritarianism abroad requires that we renew our democracy at home and work together with our partners and allies to show that democracies deliver – for our citizens and for each other.

Investing in our unmatched network of allies, partners, and institutions and our sources of national strength—our workforce and infrastructure, the quality of opportunity we offer our people, our economic dynamism and the power of our innovation – will enable us to uphold and revitalize the international system we helped build and lead, and which has made the world freer, more prosperous, and more connected.

Even as the world is changing rapidly, some principles are enduring: American leadership matters, and international cooperation is more important than ever. The world doesn't organize itself, and not a single global challenge that affects our lives can be met by any one nation acting alone.

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MESSAGE FROM THE SECRETARY

It's the role of the State Department and USAID – and America's diplomats and development workers – to engage around the world, build that cooperation, solve the challenges that affect Americans' lives and livelihoods, and create opportunities that will make their futures brighter. That's what diplomacy is all about, and why the President has committed to making it the tool of first resort for American statecraft. And it's why we are working to modernize and equip the Department and USAID to lead on 21st-century challenges and deliver for the American people.



Antony J. Blinken
Secretary of State



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MESSAGE FROM THE ADMINISTRATOR

For 60 years, USAID has been an emblem of the generosity of the American people to the world. Since USAID's inception, the Agency has worked to tackle humankind's common enemies – tyranny, poverty, and disease – by providing humanitarian assistance in times of need and advancing the development of our partners around the globe.

This work has also strengthened the security and prosperity of the American people while amplifying and extending the reach of our nation's most cherished values and beliefs: human dignity, freedom, and equality. Our work has strengthened our allies and our alliances and protected the American people from crises.

Today, USAID stands on the front lines of our most urgent challenges. A pandemic reminds us of our susceptibility to threats from distant shores. A changing climate is challenging communities worldwide with more forceful storms and longer droughts. A 16-year democratic recession threatens the freedom and stability of billions of people.

This Joint Strategic Plan is our vision for addressing these and other challenges, while preparing for those to come. Under this plan, we will race to end the COVID-19 pandemic, help nations adapt to climate change, fight corruption and authoritarianism, reduce poverty, enhance food security and nutrition, improve health and education, prevent conflict, protect human rights, promote equality, and provide lifesaving assistance during crises. To get there, we will work tirelessly with our local partners. We will ensure that our assistance is more effective and more efficient than ever before.

The Joint Strategic Plan is also a plan to revitalize and re-equip USAID's workforce. To meet our ambitious agenda, we will look to grow and diversify our workforce, develop more equitable and flexible hiring and retention policies, and seek out and empower our staff with new skills and expertise. We will also give them the tools they need to succeed, starting with flexible and secure work environments; a modernized information and communications infrastructure; and a work culture that is responsive to new ideas, information, and evidence. These steps will help us build a more inclusive Agency, one that is more diverse and willing to engage with new partners, more equitable in its impact, and more responsive to local voices.

USAID's legacy as the world's leading bilateral development institution has always been an asset to the American people and a means for securing stability, security, and prosperity, both at home and abroad. This Joint Strategic Plan acknowledges and draws strength from this heritage to take on the challenges of today and prepare for those that will come tomorrow.

A handwritten signature in black ink that reads "S. Power".

Samantha Power
USAID Administrator



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End of Report