

EEOC FORM 715-01 PART A - D		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
Agency for International Development		For period covering October 1, 2012 to September 30, 2013		
PART A Department or Agency Identifying Information	1. Agency	US Agency for International Development		
	1.a. 2nd level reporting component			
	1.b. 3rd level reporting component			
	1.c. 4th level reporting component			
	2. Address	1300 Pennsylvania Avenue NW		
	3. City, State, Zip Code	Washington	District of Columbia	20523
	4. Agency Code	5. FIPS code(s)	AM00	
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees	3337		
	2. Enter total number of temporary employees	575		
	3. Enter total number employees paid from non-appropriated funds	0		
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]	3912		
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Agency Head	Administrator Rajiv Shah		
	2. Agency Head Designee			
	3. EEO Director	Acting Director, Office of Civil Rights and Diversity Patricia Lamond		
	4. Affirmative Employment Manager	Diversity Management and Outreach Team Leader Taylor Njagu		
	5. Complaint Processing Manager	Dispute Intake and Resolution Team Leader Jacqueline Canton		
	6. Other EEO Staff			
	7. MD-715 Preparer	Diversity Management and Outreach Team Leader Taylor Njagu		
	8. Diversity and Inclusion Officer	Acting Director, Office of Civil Rights and Diversity Patricia Lamond		
	9. Disability Special Emphasis Program Manager			
	10. Hispanic Special Emphasis Program Manager			
	11. Women's Special Emphasis Program Manager			
	12. Anti-Harassment Program Manager			
	13. Reasonable Accommodation Program Manager	Reasonable Accommodation Program Manager Ann Shimko		

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PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes	

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EXECUTIVE SUMMARY

USAID Mission and related functions

USAID is the lead U.S. Government agency that works to end extreme global poverty and enable resilient, democratic societies to realize their potential. Our efforts directly enhance American--and global--security and prosperity.

USAID is headed by an administrator and deputy administrator. USAID's major organizational units are bureaus and Independent Offices in Washington D.C. USAID has offices (called Missions) in over 80 countries in Afghanistan and Pakistan, Africa, Asia, Europe and Eurasia, Latin America and Caribbean (performing work in over 100 countries) to promote broadly shared economic prosperity; strengthen democracy and good governance; protect human rights; improve global health; advance food security and agriculture; improve environmental sustainability; further education; help societies prevent and recover from conflicts; and provide humanitarian assistance in the wake of natural and man-made disasters.

USAID Workforce

USAID's workforce is comprised of Civil Service employees, Foreign Service Officers, Foreign Service Nationals, Personal Services contractors and Institutional contractors who work in a broad array of professional, technical, scientific, managerial, and operational fields to advance U.S. foreign policy.

As of September 30, 2013, the agency's "U.S. Direct Hire" workforce (Civil Service e and Foreign Service employees) included 3,912 permanent and temporary employees. Women comprised 52.53 percent of the workforce and men comprised 47.47 percent of the workforce.

USAID exceeded the representation of minorities in the National Civilian Labor Force by percent 6.36 percent. The workforce was comprised of 66.00 percent White; 20.76 percent Black/African American; 7.47 percent Asian American/Pacific Islander; 4.88 percent Hispanic/Latino; 0.56 percent American Indian and Alaska Native; and 0.33 percent two or more races.

In FY 2013, USAID increased its workforce representation of Blacks/African Americans, Asian Americans, Hispanics/Latinos, and Individuals with a Targeted Disability from 2012.

Black/African American representation increased by 0.57% to 20.76%--exceeding the corresponding National Civilian Labor Force (NCLF) representation of 10.5%.

USAID's representation of Black/African Americans in both the career Executive level (Senior Executive Service and Senior Foreign Service) and the career Senior level (GS-15 and FS-01) significantly exceeded their corresponding representation in the Relevant Civilian Labor Force (RCLF) of 8.80%.

- o At the Executive level, the representation increased by 2.0% to 13.84%

- o At the Senior level, the representation increased by 0.40% to 10.40%.

Asian American representation increased by 0.22% to 7.44%--exceeding the corresponding NCLF level of 3.90%

USAID's representation of Asian Americans in the career Senior level, at 4.76%, exceeded their corresponding representation in the RCLF level of 4.10%.

Hispanic/Latino representation increased by 0.61% to 4.88% (NCLF is 9.96%).

USAID continues to realize results in the employment of individuals with disabilities:

USAID significantly exceeded its goals for hiring individuals with disabilities pursuant to Executive Order 13548: almost 8.0% of all new Civil Service hires were individuals with disabilities, exceeding the 2013 goal (2.0%) by almost 6.0%.

The representation of Individuals with a Targeted Disability increased by 0.11% to 0.72%.

USAID recognizes its workforce representation challenges and has developed objectives and strategies to address them. There are three overarching challenges: 1) less than expected representation of Hispanics in both the Civil Service and the Foreign Service; 2) less than expected representation of individuals with Targeted Disabilities; and, 3) less than expected representation of African-Americans, Asian Americans, and Hispanics in select major occupations as identified in Part I.

Model Equal Employment Opportunity Program

In FY 2013, USAID continued to make progress implementing a Model Equal Employment Opportunity Program. USAID reaffirmed its commitment to creating and sustaining a diverse workforce and an inclusive workplace. USAID's new mission statement highlights that we are a diverse, highly skilled global team of colleagues...working together to foster peace, prosperity and human progress. Our core values, passion for mission, excellence, integrity, respect, empowerment, inclusion, and commitment to learning, enable our approach in which we partner to advance our mission; work as one team; innovate continuously; and deliver results.

The Agency increased its diversity recruitments initiatives. For example we launched a new diversity-focused Donald M. Payne International Development Fellowship Program that identifies and prepares outstanding candidates to pursue a career in the Foreign Service; hired a Hispanic Program Manager and a Disability Employment Selective Placement Program Coordinator; and expanded targeted outreach efforts.

The Agency developed and implemented strategies that advance an inclusive workplace. The Agency expanded quality of work-life and staff care programs; implemented developmental programs at all levels; implemented goals for mentoring;

identified performance management as an Administrator's priority with corresponding metrics; reactivated the Agency's Executive Diversity Council which is chaired by the Deputy Administrator; increased participation in and visibility and engagement of Employee Resource Groups; developed and launched a first-of-its-kind Training on Lesbian, Gay, Bisexual and Transgender (LGBT) Inclusion USAID's Workplace and Programming. This training, a noted best practice by the Office of Personnel Management, has been a leading resource for Federal agencies, private sector companies (including Deloitte, Google, Mercer, et.al.) and NGOs worldwide.

The Administrator continues to ensure that written EEO policy statements are annually reviewed, up-dated, and disseminated through Agency-wide notices posted on the intranet. New employees and new managers and supervisors are briefed on EEO and anti-harassment policies (including inappropriate workplace behavior and discipline), and these policies are vigorously enforced by agency managers and supervisors. The Agency provides training on these policies and all EEO programs and information is available in print and electronically. The Agency delivers Managers and supervisors are evaluated on their commitment to Agency EEO policies and principles,

The Director for the Office of Civil Rights and Diversity (OCRD) is the principal EEO official and Chief Diversity Officer and reports to the USAID Administrator. The OCRD Director, a member of the Agency's senior leadership team, participates in leadership meetings and routinely communicates EEO Program information. The OCRD Director is also a member of other key Agency councils and boards. The OCRD Director meets with each senior-level component head (known as Bureau Assistant Administrators or Independent Office Directors) and provides information about their workforce and the Agency's EEO Program. The OCRD Director presented the "State of the Agency" as evaluated pursuant to MD-715 to senior Agency officials. The OCRD Director and staff are routinely engaged in management and personnel and human resources deliberations, decisions, and policies involving recruitment and selection, succession planning, performance management, discipline, retention, and career development and promotion and incentives. The OCRD Director meets regularly (and as issues arise) with the Office of Human Resources (OHR) Director to ensure that personnel programs, policies and procedures conform to EEOC management directives and 29 CFR Part 1614.102(b). In addition, OHR and OCRD staff members meet on an ongoing basis.

On an ongoing basis, USAID takes steps to prevent discrimination; review data, policies, and procedures to identify barriers to EEO; and develop and implement plans to eliminate barriers that impede equal employment opportunity. USAID promotes the use and benefits of ADR (including in non-EEO matters) and once elected by an employee, an Agency senior leader and other appropriate officials are required to participate.

USAID employs personnel with adequate training to conduct the analyses required by MD-715 and continues to develop its data gathering and technical capabilities to allow for the efficient and reliable gathering of workforce data. USAID has a dedicated Reasonable Accommodations Program Manager to process all requests for reasonable accommodations and coordinate with appropriate Agency officials and has a centralized source for funding reasonable accommodations. All accommodation requests were processed within the time frame set forth in the agency procedures for reasonable accommodation.

USAID utilizes the iComplaints tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process. The system identifies the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends.

USAID monitors and ensures that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110. The agency also monitors and ensures that experienced counselors, investigators, and collateral duty investigators, receive the 8 hours of refresher training. The agency provides timely EEO counseling and provides an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion. USAID managers and supervisors receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR.

USAID has a system of management controls to ensure that agency timely complies with EEOC decisions and completes actions and obligations of settlement agreements. The agency has control over the payroll processing and has steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief. Procedures in place to

The following summarizes planned initiatives identified in Parts H, I, and J for FY 2014 to eliminate identified barriers or correct program deficiencies.

Develop and implement a new OCRD organizational structure and staffing plan to align resources with programmatic requirements.

Engage executives and managers in recruitment activities, as well as incumbents who can provide specifics about the job role to prospective candidates.

Develop Training and Support plans that develop employees as part of a culture that embraces equal opportunity, diversity, and inclusion.

Establish a standardized process to easily identify career ladder positions. Identify opportunities to establish additional career ladder positions, especially in organizational units with a large number of employees in single series positions.

Continue pursuit of qualified candidates at targeted annual conferences including the BIG, LULAC, and Wounded Warrior symposium.

Train hiring managers in the use of Schedule A appointing authority and other special hiring authorities to facilitate quick hires

Increase senior leadership's focus on hiring Individuals with Targeted Disabilities.
Increase the pipeline of qualified Hispanic Applicants and other under-represented groups by hiring students through the Pathways Program.
Improving USAID's ability to target and attract a more diverse applicant pool by initiating/developing outreach and recruitment plans that identify sources for obtaining highly qualified candidates from the underrepresented groups.
Develop Standard Operating procedures on updating, retrieving, and reporting disability data.
Review, develop, and Implement processes and procedures to obtain robust applicant flow data and Civil Service non-competitive (career ladder) promotions.
Institutionalize the use of Exit Surveys and develop procedures for analyzing.

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**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Acting Director, Office of Civil Rights and Diversity Patricia Lamond am the
(Insert name above) (Insert official title/series/grade above)

Principal EEO Director/Official for US Agency for International Development
(Insert Agency/Component Name above)

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

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

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

Signature of Agency Head or Agency Head Designee

Date

Signature of Principal EEO Director/Official

Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

EEOC FORM 715-01 PART G		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.					
Agency for International Development		For period covering October 1, 2012 to September 30, 2013			
Compliance Indicator	EEO policy statements are up-to-date.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
The Agency Head was installed on <u>12/31/2009</u> The EEO policy statement was issued on <u>03/25/2010</u> Was the EEO policy statement issued within 6-9 of the installation of the Agency Head?		X			
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.		X			
Are new employees provided a copy of the EEO policy statement during orientation?		X			
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		X			
Compliance Indicator	EEO policy statements have been communicated to all employees.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?				X	
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X			
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]		X			

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Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:		X			
resolve problems/disagreements and other conflicts in their respective work environments as they arise?		X			
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?		X			
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?		X			
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?		X			
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?		X			
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?		X			
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?		X			
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?		X			
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.		X			
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?		X			
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?		X			

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.					
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Compliance Indicator	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 has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)		X			
Are the duties and responsibilities of EEO officials clearly defined?		X			
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X			
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?				X	
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting				X	
If not, please describe how EEO program authority is delegated to subordinate reporting components.				X	
Compliance Indicator	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X			
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X			
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections		X			

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Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as reorganizations and re-alignments?		X				
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		X				
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure		X				
Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report	
Measures		Yes	No	N/A		
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X				
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?			X		OCRD is restructuring and rebuilding its workforce.	
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently		X				
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X				
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X				
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X				
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X				
Compliance Indicator	The agency has committed sufficient budget to support the success of its EEO Programs.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report	
Measures		Yes	No	N/A		

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Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems	X			
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	X			
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X			
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X			
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X			
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X			
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]	X			
Is there sufficient funding to ensure that all employees have access to this training and information?	X			
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:				
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X			
to provide religious accommodations?	X			
to provide disability accommodations in accordance with the agency's written procedures?	X			
in the EEO discrimination complaint process?	X			
to participate in ADR?	X			

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.

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Compliance Indicator	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X			
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X			
Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		X			
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X			
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X			
Compliance Indicator	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X			

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Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?	X			
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?			X	
If so, cite number found to have discriminated and list penalty /disciplinary action				
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?	X			
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.??	X			

Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.					
Agency for International Development		For period covering October 1, 2012 to September 30, 2013			
Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		X			
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?		X			
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?				X	
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?		X			
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X			
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X			
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X			
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X			
Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Are all employees encouraged to use ADR?		X			
Is the participation of supervisors and managers in the ADR process required?		X			

Essential Element E: EFFICIENCY Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.					
Agency for International Development		For period covering October 1, 2012 to September 30, 2013			
Compliance Indicator	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X			
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?			X		Agency is working on applicant flow data
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?				X	
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X			
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X			
Compliance Indicator	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X			
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X			
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		X			
If yes, briefly describe how:					

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Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X			
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X			
Compliance Indicator	The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X			
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		X			
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X			
Does the agency complete the investigations within the applicable prescribed time frame?			X		Agency is restructuring and Rebuilding its workforce.
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X			
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		X			
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		X			
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		X			
Compliance Indicator	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X			

Agency for International Development		For period covering October 1, 2012 to September 30, 2013			
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X			
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		X			
Does the responsible management official directly involved in the dispute have settlement authority?			X		Responsible Management Officials(RMO) may have settlement Authority in terms of redress unless it is outside of the RMO delegated authority in which a higher level manager has settlement authority.
Compliance Indicator	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the		X			
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102				X	
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X			
Do the agency's EEO programs address all of the laws enforced by the EEOC?		X			
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X			
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X			
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X			
Compliance Indicator		Measure has been met			

Agency for International Development		For period covering October 1, 2012 to September 30, 2013			
Measures	The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.				For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO		X			
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X			
Does the agency discrimination complaint process ensure a neutral adjudication function?		X			

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.	
Agency for International Development	For period covering October 1, 2012 to September 30, 2013

Agency for International Development		For period covering October 1, 2012 to September 30, 2013			
Compliance Indicator	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative		X			
Compliance Indicator	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.		X			
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X			
Are procedures in place to promptly process other forms of ordered relief?		X			
Compliance Indicator	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		X			
If so, please identify the employees by title in the comments section, and state how performance is measured.		EEO & HR directors.			
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?		X			
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.					
Have the involved employees received any formal training in EEO compliance?		X			
Does the agency promptly provide to the EEOC the following documentation for completing compliance:					

Agency for International Development	For period covering October 1, 2012 to September 30, 2013			
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	X			
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	X			
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	X			
Compensatory Damages: The final agency decision and evidence of payment, if made?	X			
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	X			
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X			
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X			
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X			
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X			
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X			
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X			
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X			

Footnotes:

1. See 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. See EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation (10/20/00), Question 28

EEOC FORM 715-01 PART H-1	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Agency for International Development		For period covering October 1, 2012 to September 30, 2013
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Essential Element B - Integration of EEO into Agency's Strategic Plan OCRD organizational structure and staffing present challenges to meeting successful operations relevant to the agency self-assessments as prescribed by EEO MD-715 and to maintaining an effective complaint processing system.	
OBJECTIVE:	To have a robust OCRD that has the necessary appropriate structure and resources to accomplish agency self-assessments as prescribed by EEO MD-715.	
RESPONSIBLE OFFICIAL:	Director, OCRD	
DATE OBJECTIVE INITIATED:	10/01/2010	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	09/30/2014	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
Conduct Reorganization of Office and hire additional staff to ensure adequate Reorganize, refine OCRD structure with appropriate personnel resources to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system. TARGET DATE: 04/30/2014		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
This activity is on-going and will be reported in FY 2014.		

EEOC FORM 715-01 PART H-2	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Agency for International Development		For period covering October 1, 2012 to September 30, 2013
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Essential Element E - Efficiency F: Agency Does Not Have a System to Track Workforce Data Require appropriate data collection and analysis systems that permit tracking of all workforce data required by MD-715.	
OBJECTIVE:	To ensure that the new Human Resources Work force data system provides the capabilities to produce all of the workforce data tables required by MD-715.	
RESPONSIBLE OFFICIAL:	Director OCRD and Director OHR	
DATE OBJECTIVE INITIATED:	09/01/2011	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	12/12/2014	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
<p>The Office of Human Resources, in consultation and collaboration with the Office of Civil Rights Implement a HRIS that enables Agency to collect and generate data to enable adequate analysis of its workforce.</p> <p>Establish standard operating procedures to collect and review applicant flow data.</p> <p>TARGET DATE: 06/30/2012</p>		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
Accomplishment: Activity complete.		

EEOC FORM 715-01 PART I-1	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Agency for International Development	For period covering October 1, 2012 to September 30, 2013	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>There is less than expected representation of Hispanics in the Civil Service (CS) and Foreign Service (FS) workforces.</p> <p>There is less than expected representation of Hispanics, Black/African Americans, and Asian Americans in select major occupations.</p>	

BARRIER ANALYSIS:

Provide a description of the steps taken and data analyzed to determine cause of the condition.

Table A1 shows less than expected representation of Hispanic males and females in the CS and FS overall workforce.

Hispanic males represent 2.56% of the CS permanent workforce and 2.00% of the temporary workforce compared to 5.17% of the NCLF.

Hispanic females represent 2.256% of the CS permanent workforce and 4.00% of the temporary workforce compared to 4.79% of the NCLF.

Hispanic males represent 3.15% of the FS permanent workforce and 1.07% of the temporary workforce.

Hispanic females represent 1.77% of the FS permanent workforce and represent 2.13% of the temporary workforce.

Table A6 shows less than expected representation in Major Occupational Categories:

There are no Hispanic males in the permanent Civil Service (CS) Program Management (0340) and Public Health Program Specialist (0685) occupations.

The representation of Hispanic males in the permanent CS Management Analysis (0343) series is .40% compared to the Occupational CLF of 2.40%.

The representation of Hispanic males in the permanent CS Contracting (1102) series is 2.08% compared to an occupational CLF of 3.30%.

The representation of Hispanic females in the Miscellaneous Administration and Program (0301) series is 2.32 % compared to an occupational CLF of 5.8%.

The representation of Hispanic females in the permanent CS Program Management (0340) series is 3.45% compared to the Occupational CLF of 5.80%.

The representation of Hispanic females in the CS Auditing (0511) series is 2.22% compared to the Occupational CLF of 3.9%.

The representation of Hispanic females in the permanent CS Public Health Program Specialist (0685) series is 2.22% compared to the occupational CLF 4.75%.

The representation of Hispanic males and females in all Foreign Service major occupations is less than the corresponding Occupational CLFs.

There are no Black/African American males or females in the Civil Service Public Health Program Specialist (0685) series.

The representation of Black/African American females in the permanent Civil Service Program Management (0340) series is 3.45% compared to the Occupational CLF of 8.90%.

The representation of Black/African American males in the permanent Foreign Service Health Science backstop is .05% compared to an Occupational CLF of 3.51%.

The representation of Black/African American females in the permanent Foreign Service Health Science backstop is 8.50% compared to the Occupational CLF of 9.27%.

There are no Asian American males in the permanent Civil Service Program Management (0340) and Administrative Officer (0341) series.

The representation of Asian American males in the permanent Civil Service Management Analysis (0343) series is .40% compared to the Occupational CLF of 3.40%.

The representation of Asian American females in the permanent CS Miscellaneous Administration (0301) series is 1.54% and there are no Asian American females in the Administrative Officer (0341) series compared to a Occupational CLF of 3.60%.

	<p>The representation of Asian American males in permanent Foreign Service Program/Project Development backstop is 1.06% compared to the occupational CLF of 2.60%. The representation of Asian American females in the permanent Mission Directors and Executive Level backstop is .40% compared to an Occupational CLF of 1.9%.</p>
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>USAID recruitment processes and technologies do not adequately enable the agency to maintain a diverse and inclusive workforce. In addition, the applicant flow data needed for workforce analysis and planning is not available to USAID. USAID collective bargaining agreement that requires some positions be advertised first internally limits potential opportunities to diversify the workforce profile.</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<ul style="list-style-type: none"> • Develop and implement a strategic outreach (internal and external), recruitment, and selection plan, informed by workforce data, which enables OCRD and HR to collaboratively execute strategies designed to increase diversity and create equal employment opportunities for all employees, especially among Hispanics. • Ensure roles and responsibilities associated with the hiring process are sufficiently defined, staffed, and empowered to improve hiring opportunities for all underrepresented groups, especially Hispanics. • Increase visibility of the services OCRD provides to employees as the agency's advocate for equal opportunity, diversity, and inclusion. • Provide employees with the skills and knowledge required to create a culture that embraces diversity and inclusion and provides equal opportunity for all employees. • Create a culture of performance in which leaders and managers are held accountable for fostering an environment that values all employees and enables them to contribute to their full potential. • Improve the management and collection of workforce data so that USAID can conduct more thorough and accurate workforce analysis.
<p>RESPONSIBLE OFFICIAL:</p>	<p>Director Office of Human Resources and Director Office of Civil Rights and Diversitys</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>06/28/2013</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>12/12/2014</p>

**EEOC FORM
715-01
PART I-1**

EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD
COMPLETION OF OBJECTIVE:

TARGET DATE
(Must be specific)

09/30/2013

- Define strategic recruitment objectives and align to OCRD and OHR strategic plans; identify measures and performance targets. Prioritize strategic recruitment activities.
- Review existing hiring policies to determine where there may be opportunities to increase the diversity of applicant pools.
- Review open vacancies to identify opportunities to broaden outreach and recruitment efforts to more effectively reach Hispanics and other protected groups (including those in temporary positions) in major occupations.
- Assess USAID's external partnerships to determine which ones most effectively contribute towards recruitment goals and where new or additional partnerships may be needed.
- Assess return on investment of recruitment and marketing expenditures to ensure that outreach activities are yielding enriched applicant pools and efforts are resulting in changes to workforce diversity relevant to the NCLF.
- Consider viability of appointing full-time Special Emphasis Program Managers (e.g., People with Disabilities Program, Federal Women's Program and Hispanic Employment Program) to address employment initiatives and programs, grade these positions commensurate with the work performed, adequately fund the programs, ensure access to leadership, and that they are fully empowered to implement USAID's program. (pursuant to 29 C.F.R. 1614.102(b)(4))
- Engage executives and managers in recruitment activities, as well as incumbents who can provide specifics about the job role to prospective candidates (e.g., FSO Economists, etc.).
- Use interview panels or different management officials in separate candidate interviews/hiring decision meetings to minimize any potential bias when considering Hispanic applicants.
- Assess how well OCRD materials and information are integrated into key communication channels for employees, such as new hire orientation, mission websites, etc. Identify opportunities to increase visibility of OCRD, its role, and the services/programs it provides. Highlight and distinguish the focus of OCRD vs. the Care Center and HR.
- Increase OCRD's role in CS and FS selection processes to help ensure candidates from targeted groups, especially Hispanics are fairly considered for positions and that staffing flexibilities and alternative hiring authorities are utilized, as appropriate.
- Increase OCRD's role in providing EEO, diversity and inclusion, training to increase awareness of its role/purpose, improve behavior among supervisors and managers, and address the unique challenges associated with overseas missions.

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Special Employment Programs

- Fifty-one students from Hispanic Association of Colleges and Universities (HACU) hired since FY 2009. Thirty-five percent converted to temporary or permanent positions at USAID.
- Fifteen students hired from HACU in FY 2013 compared to five in FY 012 (300% increase)
- USAID Donald Payne International Development Fellowship inaugural Class of 2013 included three minorities including an Hispanic female Two Congressional Hispanic Caucus Institute Fellows
- Development Leadership Initiative (DLI) hiring: 47 Hispanics hired

Targeted Hispanic Outreach Events and Activities FY 2013

Events and Activities

- Returned Peace Corps Volunteers (RPCV) Job Fair – These career fairs are conducted quarterly. OHR attends 3-4 times annually accompanied by USAID RPCV's.
- Life After AmeriCorps Career Fair
- Congressional Hispanic Caucus Institute (CHCI) Public Policy Conference
- Congressional Hispanic Caucus Institute Site Visit/Career Information Session sponsored by OHR. OCRD has also hosted multiple visits to USAID by CHCI which have included participation by the Deputy Administrator and other USAID senior employees.
- Society for International Development (SID) Annual Conference
- National Society for Hispanic Professionals (NSHP) Career Fair
- Latinos For Hire Job Fair
- League of United Latin American Citizens (LULAC) Annual Conference
- Hispanic National Bar Association 35th Annual Conference
- National Society of Hispanic MBAs (NSHMBA) Career Expo
- University Outreach: Notre Dame University – OHR and Senior Executive conducted Career Information Session at Notre Dame Institute for Latino Studies.
- National Image Conference
- Annual Federal Hispanic Career Advancement Summit
- Development Executive Group (Devex) International Job Fair – USAID sponsored this event for two years.
- Federal Hispanic Women's Executive Career Enhancement Conference
- Congressional Hispanic Caucus Leadership Institute Networking Luncheon with Congressman Bill Flores (July 2012).
- Hispanic Association of Colleges and Universities (HACU) Annual Conference *
- University Outreach: Hispanic Serving Institutions – California State University Careers in Development Mentoring Event attended by USAID Senior Foreign Service Officer (Oct 2012); University of California Los Angeles (UCLA) Careers in Foreign Service Policy, Diplomacy and International Development Seminar hosted by USAID Senior Foreign Service Officer (Nov 2012). Senior Foreign Service Officer was on home leave in Los Angeles.
- University Outreach: Hispanic Serving Institutions – University of Miami; Barry College; Miami Dade College; Florida International University. Deputy Chief Human Capital Officer and OHR Outreach personnel conducted Career Information Sessions at above universities, as well as meet with University Presidents, faculty and staff.

Advertising and Marketing

- Expanded Social Media outreach: Implemented Careers at USAID Facebook page; USAID Careers Twitter account; USAID Careers Linked In Corporate account.
- Career Builder Nation-wide Diversity Campaign
- Outreach Recruitment Calendar on USAID Public Website – list all recruitment events and location for which USAID will participate. Information is available to the public.
- Recruitment Ads placed in Metro Subway Stations multiple locations DC, MD, VA.

* Annual attendance per availability of funding.

EEOC FORM 715-01 PART I-2	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Agency for International Development	For period covering October 1, 2012 to September 30, 2013	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	There is less than expected representation of people with targeted disabilities (PWTD) in the Civil Service (CS) and Foreign Service (FS) workforce.	
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	<p>Table B1 shows low participation of PWTD, representing 0.72% of the overall workforce (0.63% in the permanent workforce and 1.21% in the temporary workforce) compared to a federal high of 2.00% among all agencies. Among CS permanent employees, PWTD represent 0.27% and among Foreign Service (FS), the representation remains the same in FY13 at 0.17%, participation rate. The CS temporary workforce had a participation rate of 2.00%. compared to 2.44% in FY12</p> <p>Officials and Managers Occupational Categories Low participation is consistent with other facets of the USAID organization structure. Although the majority of CS and FS PWTD employees are in the Officials and Managers occupational category, Table B3 indicates that they still represent less than 1% of all employees in that category.</p> <p>FS New Hires & Internal Promotions Table B8 shows there were no PWTD new hires in the Foreign Service (FS). As a result of the overall low participation rate in the FS, in Table B9 there were no applications received for internal promotions in major occupations.</p>	
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Potential candidates and current employees are concerned about the stigma and potentially career-limiting implications to disclosing their disability status. USAID lacks a well-defined and well-communicated process for disabilities, converting temporary employees to the permanent workforce, Reasonable Accommodations, and the relationship to the Foreign Service Medical Clearance requirements.	

OBJECTIVE:

State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.

- Develop and implement a strategic outreach (internal and external), recruitment, and selection plan, informed by workforce data, which enables OCRD and HR to collaboratively execute strategies designed to increase diversity and create equal employment opportunities for all employees, especially among PWTD.
- Ensure roles and responsibilities associated with the hiring process are sufficiently defined, staffed, and empowered to improve hiring opportunities for all underrepresented groups, especially PWTD.
- Provide more prescriptive and consistent guidance about the use of Special Hiring Authorities and Reasonable Accommodation for PWTD hiring.
- Re-evaluate the Foreign Service career path and structure to ensure that it enables employees to contribute to their full potential.
- Increase visibility of the services OCRD provides to employees and managers.
- Provide employees with the skills and knowledge required to create a culture that embraces diversity and inclusion and provides equal opportunity for all employees.
- Create a culture of performance in which leaders and managers are held accountable for fostering an environment that values all employees and enables them to contribute to their full potential.

RESPONSIBLE OFFICIAL: Director OCRD & OHR

DATE OBJECTIVE INITIATED: 07/08/2013

TARGET DATE FOR COMPLETION OF OBJECTIVE: 09/30/2014

**EEOC FORM
715-01
PART I-2**

EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD
COMPLETION OF OBJECTIVE:

TARGET DATE
(Must be specific)

07/08/2013

- Review open vacancy to identify opportunities to broaden outreach and recruitment efforts to more effectively reach PWTDS (including those in temporary positions) in major occupations.
- Assess USAID's external partnerships to determine which ones most effectively contribute towards recruitment goals and where new or additional partnerships may be needed.
- Consider viability of full-time Special Emphasis Program Managers (e.g., People with Disabilities Program Manager) , to address employment initiatives and programs, grade these positions commensurate with the work performed, adequately fund the programs, ensure access to leadership, and that they are fully empowered to implement USAID's program. (pursuant to 29 C.F.R. 1614.102(b)(4))
- Establish a full-time Selective Placement Coordinator position.
- Use interview panels or different management officials in separate candidate interviews/hiring decision meetings to minimize any potential bias when considering PWTDS applicants.
- Require mandatory training on recruiting and hiring PWTDS for all management officials. Training should include information about USAID's current hiring goals, special hiring authorities (including Schedule A), Reasonable Accommodation (RA), assistive technology programs, advancement/ retention strategies for PWTDS, and a certification process for SPCs and DPMs.
- Assess the situations and frequency with which staffing flexibilities and special hiring authorities are used. Identify opportunities to incorporate greater use of these tactics in recruitment strategies, as appropriate, to improve hiring opportunities for individuals with disabilities.

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

- FY 2013 People With Disabilities (PWD) Actions and strategies

Total New Hires achieved FY 2013 = 17 (12.7%); Targeted Disabilities =4 (2.9%)

USAID OPM established PWD Hiring Targets: Total Disability New Hires = 2%; Targeted Disabilities = 1%

Overall FY 2013 Assessment: Due to a variety of new initiatives and partnerships, The Agency has increased Disability hiring since FY 2011 and surpassed its Disability hiring targets for FY 2013

Launched new Support for People With Disabilities (SPWD) Program: OHR funds temporary appointment for highly qualified individuals with disabilities. FY 2013 placements = E3 (1) and AID/A (1).

2013 Outreach Initiatives

- People w/disability Career Fair and Networking Event
- Gallaudet University Career Fair
- Careers and the disabled Career Expo
- Career Fair for Individuals with Disabilities and Veterans

EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted
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Agency for International Development	For period covering October 1, 2012 to September 30, 2013
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PART I Department or Agency Information	1. Agency	1. US Agency for International Development
	1.a. 2nd Level Component	1. a.
	1.b. 3rd Level or lower	1. b.

PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY.		... end of FY.		Net Change		
		Number	%	Number	%	Number	Rate of Change	
	Total Work Force	3978	100%	3912	100%	-66	-1.7 %	
	Reportable Disability	163	4.1 %	157	4.0 %	-6	-3.7 %	
	Targeted Disability*	24	0.6 %	28	0.7 %	4	16.7 %	
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).							
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.						0	
	2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.						0	

PART III Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
Competitive Promotions	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
Non-Competitive Promotions	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
Employee Career Development Programs	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
a. Grades 5 - 12	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
b. Grades 13 - 14	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
c. Grade 15/SES	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
Employee Recognition and Awards	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
a. Time-Off Awards (Total hrs awarded)	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
b. Cash Awards (total \$\$\$ awarded)	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
c. Quality-Step Increase	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %

EEOC FORM 715-01	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities	
Agency for International Development	For period covering October 1, 2012 to September 30, 2013	
Part IV Identification and Elimination of Barriers	Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.	
Part V Goals for Targeted Disabilities	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p>	
Established a Numerical Goal?	No	
Goal		
Strategies	The Agency implemented a new People With Disabilities Strategic Outreach and Recruitment Plan focused on increasing the hiring, training, mentoring, promotion, and retention of individuals with disabilities. OHR continued to train management officials on utilizing special hiring authorities, specifically Schedule A appointment.	
Objectives	Increase the participation rate of persons with targeted disabilities within the agency's workforce.	

<p>Accomplishments</p>	<p>During FY 2013, the Agency partnered with Gallaudet University and the Workforce Recruitment Program Student Internship Programs. These internship programs allow students to apply classroom theories, concepts and prior experiences in a practical, professional setting. The Agency sponsored three students from these programs. USAID plans to continue this partnership. The Agency included employees with targeted disabilities in multiple outreach events targeted to increase individuals with disabilities in the workforce. During FY 2013, these employees attended the National Technical Institute for the Deaf Job Fair held in Rochester, New York; Careers and the Disabled/Wounded Warrior Career Expo; and Gallaudet University Intern Career Fair. In support of disability employment efforts, the Agency participated in several career fairs hosted by the Department of Defense; Operation Warfighter Program (OWF) at the Walter Reed Army Medical Center. OWF provides Military Service members who are undergoing treatment or rehabilitation at Walter Reed Medical Center with a formal means of transitioning back into the workforce. USAID conducted outreach to severely wounded veterans from the OWF and Department of Veterans Affairs Veterans Rehabilitation and Employment (VR&E) program. Both of these programs allow short-term temporary assignments while in rehabilitation status. In FY 2013, the Agency offered a permanent position to two soldiers in the VRA program and hired one disabled veteran from this program. The Office of Recruitment will continue to work closely with Independent Offices and Bureaus to identify positions for participation in the OWF and VRA programs during FY 2014. In FY 2013, one employee with a targeted disability accompanied OHR staff at the National Deaf and Hard of Hearing in Government (DHHIG) training conference. The DHHIG training conference focuses on employment, advancement, retention and culture of Government employees who are deaf and hard of hearing. In addition to registration on the OPM Shared Register for People With Disabilities, USAID has created an agency exclusive database of applicants with disabilities. These candidate sources are used as part of an Agency referral program that advocates hiring of Schedule A eligible candidates to hiring officials prior to posting of job announcements. In summary, USAID continues to take advantage of every hiring opportunity to ensure equal opportunity for individuals with disabilities to the workforce, and efforts are being made to continue to ensure their full participation. Agency officials will continue to participate in collaborations and outreach opportunities with other organizations, and the local community in order to continue improvements in the workforce representation and opportunities for individuals with disabilities.</p>
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