

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, 2013 to September 30, 2014		
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	3290		
	2. Enter total number of temporary employees	525		
	3. Enter total number employees paid from non-appropriated funds	0		
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]	3815		
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	Director, Office of Civil Rights and Diversity JuanCarlos Hunt		
	4. Affirmative Employment Manager	Diversity Management and Outreach Team Lead Taylor Njagu		
	5. Complaint Processing Manager	Dispute Intake and Resolution Team Lead Jacqueline Canton		
	6. Other EEO Staff	EEO / ADR Intern LaShawn Gooden, EEO Specialist Aurore		
	7. MD-715 Preparer	Diversity Management and Outreach Team Leader Taylor Njagu		
	8. Diversity and Inclusion Officer	Director, Office of Civil Rights and Diversity JuanCarlos Hunt		
	9. Disability Special Emphasis Program Manager	Disability Employment Program Manager Monica Flint		
	10. Hispanic Special Emphasis Program Manager	Hispanic Employment Program Manager Monica Flint		
	11. Women's Special Emphasis Program Manager	Diversity Management and Outreach Team Lead Taylor Njagu		
	12. Anti-Harassment Program Manager	Dispute Intake and Resolution Team Lead Jacqueline Canton		
	13. Reasonable Accommodation Program Manager	Dispute Intake and Resolution Team Lead Jacqueline Canton		

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

Agency for International Development

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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.

USAID's major organizational units are bureaus and Independent Offices in Washington D.C. USAID has offices (called Missions) in over 80 countries in Africa, Asia, Europe, Eurasia, Latin America, Caribbean and performs work in over 100 countries. USAID seeks 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.

Efforts toward building a model Equal Employment Opportunity (EEO) program

USAID's Office of Civil Rights and Diversity (OCRD) is pleased to share this brief summary of the programs, activities, and accomplishments for Fiscal Year (FY) 2014, which document our efforts toward building and sustaining a model Equal Employment Opportunity (EEO) program based on the six essential elements identified by the U.S. Equal Employment Opportunity Commission (EEOC).

In FY 2014, USAID leadership demonstrated their commitment to EEO. USAID's 2014 EEO policy statement prohibits discrimination based on race, color, religion, sex (including pregnancy), gender identity or expression, national origin, sexual orientation, disability, age, genetic information, parental status, marital status, political affiliation, or retaliation based on previous EEO activity. The EEO policy statement also reaffirms the Agency intolerance for any type of EEO harassment. The 2014 EEO policy also promotes the use of alternative dispute resolution (ADR) methods to resolve workplace disputes. The EEO policy statement advises employees and applicants of their right to seek redress if they believe that they have been subjected to discrimination. Information about how to file an EEO complaint is accessible to employees and applicants through USAID intranet and internet sites. Policies on harassment and reasonable accommodations for qualified individuals with disabilities are discussed in courses that all new employees and all new Agency supervisors are required to complete.

USAID also takes steps to prevent discrimination by reviewing data, policies, and procedures to identify barriers to EEO. USAID develops and implements plans to eliminate barriers that impede equal employment opportunity. USAID promotes the use and benefits of ADR (including in non-EEO matters), and if the employee elects ADR the Agency must participate.

The agency provides EEO counseling. It provides an aggrieved person with written notification of his or her rights and responsibilities in the EEO process. 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.

The OCRD Director has final settlement authority of any ADR settlement. The agency has control over the payroll processing and has steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief.

Staffing

In FY 2014, USAID leadership recently filled the key vacancy of the Director of the Office of Civil Rights and Diversity. The Director serves as the Chief Diversity Officer of the Agency and is a member of the Administrator's senior team. As co-chair of the Executive Diversity Council (along with the Deputy Administrator) and as chair of Employee Resource Group (ERG) Leadership Council, the OCRD Director ensures that issues related to diversity and inclusion, are integrated throughout agency initiatives.

USAID also advertised three EEO specialist positions and was finalizing the background checks on the three applicants it had selected. Finally, OCRD began the process to hire two additional staff members, including the complicated process of hiring a senior level strategic official position.

Employee Resource Groups (ERGs)

Building on USAID's core value of inclusion—valuing our differences and drawing strength from our diversity—the Agency currently sponsors thirteen ERGs. ERGs are indispensable to strengthening workplace inclusion. Supporting and partnering with ERGs advances the Agency commitment to promote and embrace the value of differences and engage and empower employees to best advance the Agency's mission. ERGs provide employees an opportunity to raise common issues and concerns; provide recommendations for solutions; receive support from those who share similar backgrounds, experiences, or interests; provide informal mentoring; and additional opportunities for personal and professional development. ERGs improve employee communication and workplace relations. Members offer each other encouragement and a sense of engagement through informal mentoring and increased access to personal growth and development, along with additional opportunities to interact with other employees from various offices. The Agency also supports an ERG Leadership Council, comprised of the leadership of each ERG and chaired by OCRD Director, which has resulted in further engagement and collaboration among the various ERGs. In FY 2014, USAID's OCRD and the Agency's ERGs conducted USAID's first-ever ERG open house. Designed to promote ERG membership and engagement with Agency employees and leaders, the open house resulted in increased membership, revitalization of some ERGs, and attainment of Executive Sponsors for ERGs.

Diversity Awareness Programs

The Agency delivers an on-going Diversity and Inclusion Workshop for employees, including supervisors and members of the Agency's ERGs. The workshop is also tailored and delivered to Agency operating units based on specialized needs. The workshop participants explore strategies to promote the value of workforce diversity and foster a culture of inclusion at USAID. The training includes elements of Franklin Covey workshops, including Working at the Speed of Trust, Leading Across Generations, Rethinking Stress, and Championing Diversity; it also includes a session on equal employment opportunity and related Agency processes. OCRD also provides mandatory EEO/Diversity trainings for new employees and supervisors. OCRD also partnered on a new training on important conversations to include diversity, inclusion, and EEO conversations. The OCRD Director and the Intake and Dispute Team Lead registered to become certified trainers/facilitators. OCRD's Director also completed OPM's Diversity and Inclusion Dialogue Program (DIDP) and was certified to facilitate the six month program. He facilitated two DIDP in FY 2014. The OCRD Director also registered for OPM's New IQ program, which focuses on diversity and inclusion. These trainings present a variety of tools, information, and strategies to address diversity and inclusion challenges and expand and embrace workplace inclusion opportunities.

Strategic Recruitment Programs

In 2013, USAID implemented a new diversity focused fellowship to enrich the agency's development cadre. The USAID Donald M. Payne International Development Graduate Fellowship Program seeks to attract outstanding young people who are interested in pursuing careers in the Foreign Service of the U.S. Agency for International Development (USAID). The Payne Fellowship encourages the application of members of minority groups who have historically been underrepresented in international development careers and those with financial need. In 2014, USAID nearly tripled the number of fellow from 3 to 8. The demographics for the Payne Fellows are as follows: 3 Hispanic; 2 Black, 2 Asian; and 1 Native American student. The Program is managed through a Cooperative Agreement with Howard University's Ralph Bunche International Affairs Center.

Also, in an effort to reach diverse populations early in their academic careers, USAID, in collaboration with the Department of State and Health and Human Services, implemented a pilot program to hire students from Don Bosco Cristo Rey High School. Don Bosco Cristo Rey (DBCR) is a college-preparatory school for young men and women from the Washington, DC area who have the need and motivation to help earn their own tuition through an innovative Corporate Work Study Program. The school has a diverse population with high representation of Hispanic (53%) and African American (45%) students. During the summer of 2014, USAID hired four students through this program. The students were placed in various bureaus throughout the Agency and their exceptional performance prompted the Agency to extend their internships through the fall.

In addition, USAID sponsored a Federal Day Open House at Don Bosco Cristo Rey in partnership with the CHCO Diversity and Inclusion Workgroup. The Federal Day Open House was an opportunity for federal agencies to visit the school and showcase what makes their agency a very special place to work for promising students, now or later.

Reasonable Accommodations Program

The Agency continues to maintain a centralized Reasonable Accommodation Program, which ensures that employees and applicants for employment who have a physical or mental condition that substantially limits a major life activity and who are qualified are provided a reasonable accommodation to help the person with a disability apply for a job, perform the duties of a job, or enjoy the benefits and privileges of employment.

The Agency conducted a 'Reasonable Accommodations' brown bag for persons with disabilities, including disabled Veterans to discuss services the Agency provides, eligibility requirements, and application procedures for reasonable accommodations. The event provided an opportunity for employees to engage in and champion the Agency's commitment to an inclusive workplace and a learning organization by raising awareness on the Agency's responsibilities pertaining to reasonable accommodations for persons with disabilities.

The Agency maintains a partnership with the Department of Defense to use their Computer/Electronic Accommodations Program (CAP), which provides assistive technology and information, along with related devices and services, to USAID employees with disabilities. The Agency also uses the services of the Department of Labor/Office of Disability Employment Policy's Job Accommodation Network (JAN), which provides free consulting services for federal employers, including one-on-one consultation about all aspects of job accommodations, compliance assistance with section 501 of the Rehabilitation Act, information about federal initiatives and hiring programs, and referral to federal resources. In FY 2014, the Agency also began the process of revisiting its RA policy in an effort to revamp it. Upon completion, OCRD intends to submit it to the EEOC for review.

Workforce Composition

USAID's "U.S. Direct Hire" workforce is comprised of Civil Service employees and Foreign Service Officers. Employees work in a broad array of professional, technical, scientific, managerial, and operational fields to advance U.S. foreign policy.

As of September 30, 2014, the agency's workforce included 3,815 permanent and temporary U.S Direct Hire employees. Women comprised 52.92% of the workforce and men comprised 47.08% of the workforce.

In FY 2014, USAID exceeded the average representation of minorities in the National Civilian Labor Force by 6.80%. The workforce was comprised as follows: 65.56% White; 20.79% Black; 7.34% Asian; 0.06% Native Hawaiian/Pacific Islander; 5.40% Hispanic or Latino; and 0.44%; American Indian and Alaska Native; and 0.42% of two or more races.

Applicant flow data

The Office of Human Capital and Talent Management (HCTM) has adjusted the Agency's information management systems to provide real time collection of applicant flow data. The Agency was not able to use the data in FY 2014 as it continued to finalize the accuracy of the data. However, HCTM expects to provide OCRD with the applicant flow data for FY 2015. The data that the Agency will collect for FY 2015 will allow OCRD to analyze information based on the following factors:

- Demographic breakdown by Race, Sex, National Origin, Disability, and Veteran status.
- Number of candidates: Applied, Qualified, Referred, Interviewed, and Selected

The Agency should then be in a better position to conduct a barrier analysis, provide recommendations, and develop and implement an action plan to address barriers on the information collected. OCRD will communicate to Agency leadership, including its Executive Diversity Council and ERG Leadership Council the results of its analysis.

Demographic Overview of Permanent U.S. Direct Hire Employees

Black:

- Civil Service Black representation at the SES and GS-15 level surpassed the corresponding CLF. The majority of Black females (62.96 %) and males (70.67%) are concentrated in the GS-12, GS-13 and GS-14 level. Black females account for approximately a quarter (25.62%) of employees in the Official and Managers occupational category and for 67.11% of employees in the Administrative Support Workers category.
- Foreign Service Black representation in the Official and Managers occupational category surpasses the RCLF by 2.11%.

Asians:

- Asian representation in both the Civil and Foreign Service continues to exceed the corresponding NCLF comparison.

Hispanic/Latino:

- Hispanic/Latino Representation was below the NCLF, but it increased to 5.50%.

Individuals with Disabilities:

- USAID continues to realize results in the employment of individuals with disabilities. Approximately 9.49% of all new Civil Service hires were individuals with disabilities.

Targeted Disabilities:

- The representation of Individuals with a Targeted Disability in the Civil Service increased by 0.31% to 1.5%.
- Roughly 2.19% of new hires were individuals with a Targeted Disability.

Challenges:

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.
- 3) Less than expected representation of Black females and Asian females in select major occupations as identified in Part I.

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

- 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.
- 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 when qualified candidates are found.
- 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.
- Institutionalize the use of Exit Surveys and develop procedures for analyzing.

- Review, develop, and implement processes and procedures to obtain robust applicant flow data and Civil Service non-competitive (career ladder) promotions.
- Review whether Personal Service Contractors receive more training opportunities and overseas experience than USAID employees making them better prepared for competing for USAID job vacancies.
- Conduct barrier analysis at the SFS level, particularly with regard to Asian and Black females to determine if glass ceiling, blocked pipeline, or class wall barriers exist.

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

I, Director, Office of Civil Rights and Diversity JuanCarlos Hunt 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, 2013 to September 30, 2014			
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.					
Agency for International Development		For period covering October 1, 2013 to September 30, 2014			
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		The OCRD director is under direct supervision of the Deputy Administrator; Agency head is the 2nd level supervisor.
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			
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, 2013 to September 30, 2014			
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, 2013 to September 30, 2014			
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			
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		We have not , but we are now.
If yes, briefly describe how:					
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			

Agency for International Development		For period covering October 1, 2013 to September 30, 2014			
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			Generally, yes. However, OCRD is restructuring workforce to better meet this requirement..
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			
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			

Agency for International Development		For period covering October 1, 2013 to September 30, 2014				
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	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.	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		

Agency for International Development	For period covering October 1, 2013 to September 30, 2014			
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			

<p align="center">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.</p>	
Agency for International Development	For period covering October 1, 2013 to September 30, 2014

Agency for International Development		For period covering October 1, 2013 to September 30, 2014			
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 & HCTM directors. During completion of performance Appraisal.			
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, 2013 to September 30, 2014			
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, 2013 to September 30, 2014
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Essential Element B - Integration of EEO into Agency's Strategic Plan OCRD organizational structure and staffing presented challenges to being a model EEO program.	
OBJECTIVE:	To become the Federal Agency model program leader.	
RESPONSIBLE OFFICIAL:	Director, OCRD	
DATE OBJECTIVE INITIATED:	10/01/2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	09/30/2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
Determine whether Reorganization of OCRD is necessary and hire additional staff to ensure OCRD has a model EEO program and USAID is recognised as a Federal Leader when it comes to EEO, Diversity and Inclusion in the Federal workplace TARGET DATE: 09/30/2017		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
This activity is on-going and will be reported in FY 2015.		

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, 2013 to September 30, 2014
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	<p style="text-align: center;">Essential Element E - Efficiency F: Agency Does Not Have a System to Track Applicant Flow Data</p> <p>Require appropriate data collection and analysis systems that permit tracking of applicant flow data.</p>	
OBJECTIVE:	<p>To ensure that the new HCTM applicant flow data system provides the capabilities to produce the applicant flow data needed to better identify barriers and triggers.</p>	
RESPONSIBLE OFFICIAL:	<p>Director OCRD and Director HCTM</p>	
DATE OBJECTIVE INITIATED:	<p>10/01/2014</p>	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	<p>09/30/2015</p>	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
<p>The Human Capital Talent Management Office, in consultation and collaboration with OCRD will implement a system that enables the Agency to collect and generate applicant flow data to further analyze its workforce data.</p> <p>TARGET DATE: 09/30/2015</p>		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p>This activity is ongoing and will be reported in FY 2015.</p>		

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, 2013 to September 30, 2014

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 Hispanics in the Civil Service (CS) and Foreign Service (FS) workforces.

There is less than expected representation of Hispanics, Black females, and Asian females in select major occupations.

A review of MD 715 data tables revealed the potential barrier.

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.

Hispanics

Hispanic males represent 2.86% of the CS permanent workforce and 3.07% of the temporary workforce.

Hispanic females represent 2.80% of the CS permanent workforce and 3.68% of the temporary workforce.

Hispanic males represent 3.02% of the FS permanent workforce and 1.10% of the temporary workforce.

Hispanic females represent 2.34% of the FS permanent workforce and represent 2.76% of the temporary workforce.

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

Hispanics

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 1.22% compared to the Occupational CLF of 2.40%.

The representation of Hispanic males in the permanent CS Contracting (1102) series is 2.68% compared to an occupational CLF of 3.30%.

The representation of Hispanic females in the Miscellaneous Administration and Program (0301) series is 2.62 % compared to an occupational CLF of 5.8%.

The representation of Hispanic females in the CS Auditing (0511) series is 2.44% compared to the Occupational CLF of 3.9%.

The representation of Hispanic females in the permanent CS Public Health Program Specialist (0685) series is 2.38% 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.

Black Females

	<p>There are no Black females (or males) in the Civil Service Public Health Program Specialist (0685) or Program Management (0340) series.</p> <p>Asian Females</p> <p>The representation of Asian American females in the permanent CS Miscellaneous Administration (0301) series is 1.12% and there are no Asian American females in the Administrative Officer (0341) series.</p> <p>The representation of Asian American females in the permanent Mission Directors and Executive Level backstop is 0.51%.</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, hiring, promoting, technology processes, and uniqueness of foreign service positions have presented USAID with challenges in maintaining a diverse and inclusive workforce.</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 HCTM to collaboratively execute strategies designed to increase diversity and create equal employment opportunities for all employees and applicants, especially 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 Capital Talent Management and Director Office of Civil Rights and Diversity</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>06/28/2013</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>09/30/2015</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)

09/30/2015

- Define strategic recruitment objectives and align to OCRD and HCTM 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 protected groups, particularly Hispanics, Black females, Asian females, American Indians/Alaskan Natives, and persons with a disability 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.
- 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, the Care Center, and HCTM.
- 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.
- Deliver a Diversity and Inclusion Workshop open to all USAID employees including non U.S. Direct Hires. Diversity and inclusion are core USAID values. The workshop will explore strategies to promote workforce diversity and foster a culture of inclusion at USAID.
- Provide a broad portfolio of training. In addition to traditional EEO training addressing discrimination, harassment, retaliation, and reasonable accommodations, OCRD seeks to develop and deliver training and facilitate dialogue sessions that will assist employees and supervisors to improve the level of trust within the Agency; to have critical and crucial conversations, including, on EEO; and to develop dialogue sessions on diversity and

Inclusion.

- OCRD intends to visit field missions to promote EEO and Diversity, including high level visits from the OCRD Director and Dispute Intake and Resolution Team Lead.
- OCRD Director to take advantage of technology and media to reach USAID employees including by Webinar, Televideo conferences, conference calls, emails, and posting to facebook and on MyUSAID.gov webpage.

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

STRATEGIC ACTIVITIES OR ACTIONS RELATED TO HISPANIC EMPLOYMENT

The newly appointed Hispanic Employment Program Manager (HEPM) has focused a more strategic approach to relationships with Hispanic Serving Institutions (HSI) and has created a Hispanic Outreach Strategic Plan for FY2015. The HEPM has also developed in-depth relationships with multiple HSIs, to include, League of United Latin American Citizens (LULAC), Hispanic Serving Health Professions Schools (MOU pending), National Council of Hispanic Employment Program Managers, National Society for Hispanic MBA's (MOU pending), Congressional Hispanic Caucus Institute and Hispanic Employees Council of Foreign Affairs Agencies.

FY 2014 Hispanic Employment Initiatives

- Enhanced partnership with Agency Employee Resource Groups (ERG) to expand outreach and marketing efforts
- Active member: National Council of Hispanic Employment Program Managers (NCHEPM)
- Active member: OPM Hispanic Council on Federal Employment
- Hispanic Serving Health Professions Schools (HSHPS): Memorandum of Understanding pending to partner with HSHPS on outreach and employment opportunities
- HSHPS: Hosted information session for twenty-five HSHPS fellows
- Silver Sponsorship level at Hispanic/Latino Professionals Association Career Fair
- League of United Latin American Citizens (LULAC): Planning committee member for National Conference and Federal Training Institute
- LULAC: Host and moderator for Collegiate Information Sessions during the National Conference
- LULAC: USAID SES member participation in Mentor Session
- Hispanic National Bar Association Career Fair exhibitor
- Exhibit Hall Sponsor National Image, Inc. Conference and participated in mentorship sessions
- National Society for Hispanic MBAs (NSHMBA): Memorandum of Understanding pending final signature
- NSHMBA: Attended Conference and conducted pre-conference mock interview and resume review session
- Congressional Hispanic Caucus Institute (CHCI): Conference exhibitor; information session participant; mentorship session participant
- Don Bosco Cristo Rey High School: Implemented new MOU; hosted Federal Day Open House; hired 4 students summer/fall 2014

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, 2013 to September 30, 2014	
<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 people with targeted disabilities (PWTD) in the Civil Service (CS) and Foreign Service (FS) workforce.</p> <p>A review of the MD715 data tables revealed the potential barrier.</p>	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<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 at 0.17% participation rate.</p> <p>Officials and Managers Occupational Categories</p> <p>Although the majority of CS and FS PWTD employees are in the Officials and Managers occupational category, Table B3 indicates that they represent less than 1% of all employees in that category.</p> <p>FS New Hires & Internal Promotions</p> <p>Table B8 shows there were no PWTD new hires for internal promotions in the Foreign Service (FS). As a result of the overall low participation rate in the FS, in Table B9 there was only one application received for internal promotions in major occupations.</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>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.</p>	

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 HCTM 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.
- Partner with disability advocates and schools, including Gallaudet University, to promote USAID as an employer seeking to provide persons with targeted disabilities with opportunities to join the Agency.

RESPONSIBLE OFFICIAL: Director OCRD & HCTM

DATE OBJECTIVE INITIATED: 07/08/2013

TARGET DATE FOR COMPLETION OF OBJECTIVE: 09/30/2015

**EEOC FORM
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PART I-2**

EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD
COMPLETION OF OBJECTIVE:

TARGET DATE
(Must be specific)

<ul style="list-style-type: none"> • 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. • 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 PWTD applicants. • Require mandatory training on recruiting and hiring PWTD 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 PWTD, 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. 	<p>09/30/2015</p>
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REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

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FY 2014 People With Disabilities (PWD) Actions and Strategies:

- Total New Hires achieved FY 2014 = 17.6% (with disabled vets) 10.7% (without disabled vets); Targeted Disabilities = 2.5%

- USAID established PWD Hiring Targets:

Total Disability New Hires = 2.5%; Targeted Disabilities = 1%

- Overall FY 2014 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 2014

2014 Outreach Initiatives:

- Equal Opportunity Publication's Career and the Disabled Career Fair and Networking Event participant

- Gallaudet University: Hosted an info session for 20 Gallaudet International Studies undergraduate and graduate students and faculty

- Columbia Lighthouse for the Blind Career fair exhibitor

- Career Fair for Individuals with Disabilities and Veterans exhibitor

- Operation War Fighter Outreach Event Career fair exhibitor

- National Image, Inc. Career Fair (included people with disabilities) exhibitor

- George Washington University: Conducted Career seminar and mock interviews for students with disabilities

- Presenter at "From Intern to Asset" – Partnership with Department of State (included students with disabilities)

- Presented on Schedule A topics and employment to 30 local colleges and university career center staff

- Walter Reed Wounded Warriors Program exhibitor

- Workforce Recruitment Program (WRP) 2014 Recruiter: Conducted 15 phone interviews for students with disabilities from Western Michigan University so that they may be added to the WRP resume database and searchable to federal recruiters

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, 2013 to September 30, 2014
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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	3881	100%	3815	100%	-66	-1.7 %	
	Reportable Disability	165	4.3 %	169	4.4 %	4	2.4 %	
	Targeted Disability*	28	0.7 %	29	0.8 %	1	3.6 %	
	* 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	1911	82	4.3 %	10	0.5 %	30	1.6 %	1799	94.1 %
a. Time-Off Awards (Total hrs awarded)	202	15	7.4 %	3	1.5 %	3	1.5 %	184	91.1 %
b. Cash Awards (total \$\$\$ awarded)	1634	61	3.7 %	6	0.4 %	26	1.6 %	1547	94.7 %
c. Quality-Step Increase	30	2	6.7 %	0	0.0 %	1	3.3 %	27	90.0 %

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, 2013 to September 30, 2014	
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. HCTM trained 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>Accomplishments</p> <p>The Disability Employment Program Manager (DEPM) has also increased visibility by creating a Disability Employment Program website on the internet and intranet for current employees and job seekers. In addition to the websites, the DEPM has presented at Senior Staff and Expanded Senior Staff meetings, Administrative Management Officer meetings, and Human Capital and Talent Management meetings to ensure current USAID employees and hiring managers are aware of the Schedule A hiring authority. Since January 2014, the DEPM has also manually added over 275 resumes and names for individuals to be considered under the Schedule A hiring authority and responded to over 400 individual emails from job seekers inquiring about the process and vacancies with the agency.</p> <p>USAID has expanded its external outreach and presence at local universities and non-profits to train career counselors and assist students and members on how to use the Schedule A hiring authority, such as Georgetown University, George Washington University, Gallaudet University, Arlington Resource Center, DC Department on Disability Services, and Northern Virginia Community College.</p> <p>In FY 2013, the Office of Human Capital and Talent Management launched a new and dynamic program to increase hiring of People With Disabilities, the Employment of People With Disabilities (EPWD) Program. This program utilizes a centralized funding source to sponsor six month Schedule A appointments. Three program participants were placed in various bureaus/offices agency-wide. In FY14, all three program participants were converted (100%) onto permanent positions in the agency. Selections are currently being made for FY15 participants.</p> <p>In addition, as part of the Agency's efforts to foster an inclusive workplace, the Office of Civil Rights and Diversity conducted Brown Bag sessions on Reasonable Accommodations(RA), to further raise awareness of the Agency's RA program, eligibility requirements, and application procedures.</p> <p>FY 2014 People With Disabilities (PWD) Actions and strategies</p> <ul style="list-style-type: none"> - Total New Hires achieved FY 2014 = 17.6% (with disabled vets) 10.7% (without disabled vets); Targeted Disabilities = 2.5% - USAID established PWD Hiring Targets: Total Disability New Hires = 2.5%; Targeted Disabilities = 1% - Overall FY 2014 Assessment: Due to a variety of new initiatives and partnerships for civil service permanent new hires, the Agency has increased Disability hiring since FY 2011 and surpassed the federal high (2%) for FY 2014. <p>2014 Outreach Initiatives</p> <ul style="list-style-type: none"> - Equal Opportunity Publications Career and the Disabled Career Fair and Networking Event participant - Gallaudet University: Hosted an info session for 20 Gallaudet International Studies undergraduate and graduate students and faculty - Columbia Lighthouse for the Blind Career fair exhibitor - Career Fair for Individuals with Disabilities and Veterans exhibitor - Operation War Fighter Outreach Event Career fair exhibitor - National Image, Inc. Career Fair (included people with disabilities) exhibitor - George Washington University: Conducted Career seminar and mock interviews for students with
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	<p>disabilities</p> <ul style="list-style-type: none">- Presenter at From Intern to Asset Partnership with Department of State (included students with disabilities)- Presented on Schedule A topics and employment to 30 local colleges and university career center staff- Walter Reed Wounded Warriors Program exhibitor
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