

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, 2015 to September 30, 2016

**PART A  
Department  
or Agency  
Identifying  
Information**

<b>1. Agency</b>	US Agency for International Development		
1.a. 2nd level reporting component			
1.b. 3rd level reporting component			
1.c. 4th level reporting component			
<b>2. Address</b>	1300 Pennsylvania Avenue NW		
<b>3. City, State, Zip Code</b>	Washington	District of Columbia	20523
<b>4. Agency Code</b>	<b>5. FIPS code(s)</b>	AM00	

**PART B  
Total  
Employment**

1. Enter total number of permanent full-time and part-time employees	3432
2. Enter total number of temporary employees	457
3. Enter total number employees paid from non-appropriated funds	0
<b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>	<b>3889</b>

Agency for International Development

For period covering October 1, 2015 to September 30, 2016

**PART C  
Agency  
Official(s)  
Responsible  
For Oversight  
of EEO  
Program(s)**

1. Agency Head	Acting Administrator Wade Warren
2. Agency Head Designee	
3. EEO Director	Director, Office of Civil Rights and Diversity Maria Price Detherage
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	
7. MD-715 Preparer	Diversity Management and Outreach Team Leader Taylor Njagu, EEO Specialist Aurore Dorelien
8. Diversity and Inclusion Officer	Director, Office of Civil Rights and Diversity Maria Price Detherage
9. Disability Special Emphasis Program Manager	
10. Hispanic Special Emphasis Program Manager	Human Resource Specialist Kimberly Castillo
11. Women's Special Emphasis Program Manager	
12. Anti-Harassment Program Manager	Dispute Intake and Resolution Team Lead Michael Brenyo
13. Reasonable Accommodation Program Manager	EEO Specialist James Cerwinski

Agency for International Development

For period covering October 1, 2015 to September 30, 2016

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

Agency for International Development

For period covering October 1, 2015 to September 30, 2016

## EXECUTIVE SUMMARY

### INTRODUCTION

The U.S. Agency for International Development is pleased to share its Equal Employment Opportunity (EEO) Program Status Report for Fiscal Year (FY) 2016. The report outlines the Agency's EEO program activities and highlights USAID's accomplishments in establishing and maintaining a model EEO Program. The report also identifies areas for improvement and action items and plans to address deficiencies.

### USAID'S MISSION AND MISSION-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. USAID maintains Missions in five regions of the world: Sub-Saharan Africa; Asia; Latin America and the Caribbean; Europe and Eurasia; and the Middle East. 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.

USAID's efforts directly enhance American and global security and prosperity. The United States is safer and stronger when fewer people face destitution, when our trading partners are flourishing, when nations around the world can withstand crisis, and when societies are freer, more democratic, and more inclusive, protecting the basic rights and human dignity of all citizens. By focusing on these two goals, USAID positions itself to meet the challenges of today while mitigating the risks of tomorrow.

USAID's commitment to diversity and inclusion is both a moral imperative (we treat others with respect and value the humanity of each and every person) and a business imperative (to attract and retain talent, to be innovative, to enhance our workplace culture, and to deliver the best on behalf of the American people). Our core values include:

- Respect: We demonstrate respect for one another, our partners, and the people we serve in communities around the world.
- Empowerment: We elevate all voices striving for global economic, environmental, and social progress.
- Inclusion: We value our differences and draw strength from diversity.

We have identified diversity and inclusion as part of a critical objective in our five-year Human Resources Transformation Strategy.

The following is an excerpt from USAID's Diversity and Inclusion Strategic Plan:

"Out of many, one" reads the seal of the United States, defining the central piece of our nation's identity—the belief that together, we are greater than the sum of our parts. As part of the workforce of the United States government, USAID has an opportunity and a duty to embody that identity as it breathes life into our human resources strategy at USAID. Not only does a strong culture of diversity and inclusion provide a rich set of problem-solvers to address our world's greatest development challenges, but it also reflects who we are -- "from the American people"-- to the people with whom we partner in Africa, Asia and the Pacific, Eastern Europe, Latin America and the Caribbean, and the Middle East.

As an agency, we are committed to the concept of inclusive development, in which the views and interests of traditionally marginalized and disempowered groups in developing countries – including women, people with disabilities, youth, indigenous people, displaced populations and members of the LGBT community – are moved to the center of our planning and execution process. In our own agency, these same principles of broad empowerment must be infused into our culture and practice. This approach is based not only in law and concepts of fairness and equity; we firmly believe that it is the best way to ensure effective and sustainable programs.

To benefit from diversity and inclusion, USAID will move in a purposeful, directed and transparent manner to review the full workings of our agency. We must scrupulously enforce legal and regulatory protections, but it is not enough to eliminate formal discriminatory practices. USAID will examine all its human resources procedures and practices to identify hidden biases and barriers that remain and move to eliminate them in such areas as recruitment, hiring, evaluation, promotion, awards, mentoring,

assignment and separation. Glass ceilings have no place in a modern development enterprise.

#### MODEL EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

##### Essential Element A: Demonstrated Commitment from USAID Leadership

USAID's EEO Policy, Anti-Harassment Policy, and related policies and procedures, are communicated and made available to all employees via a variety of mechanisms (including on the Agency's website and postings in Agency facilities). Managers and supervisors are evaluated on their commitment to these policies.

USAID publishes EEO policies covering harassment prevention, reasonable accommodation, and permissible religious expression on its internal website. OCRD also publishes information on the EEO complaint process, EEO policies, and the roles and responsibilities on its Web-page.

At USAID, we recognize that solutions to the most challenging development problems require innovation, creativity, and multiple approaches for success. USAID's leadership does not identify diversity as a stand-alone issue; rather, it is integrated into management, hiring practices, outreach, training, mentorship opportunities, promotion, and retention efforts. It is woven into the very fabric of USAID. USAID's core values include:

- Respect: We demonstrate respect for one another, our partners, and the people we serve in communities around the world.
- Empowerment: We elevate all voices striving for global economic, environmental, and social progress.
- Inclusion: We value our differences and draw strength from diversity.

USAID is committed to an inclusive workplace, one in which every employee is valued, recognized as vital to driving innovation and forging strong relationships with stakeholders, and critical to the success of USAID's mission and initiatives.

##### Essential Element B: Integration of EEO into USAID's Strategic Mission

The Director for the Office of Civil Rights and Diversity (OCRD) reports directly to USAID's Administrator. The OCRD Director is the Agency's Chief Diversity Officer and Settlement Official on informal and formal equal employment opportunity (EEO) complaints.

The OCRD Director is a member of the Administrator's Leadership Council and other Agency management councils and has regular and effective means of informing Agency leadership about the effectiveness of the EEO program and providing input on recruitment strategies, training and human resources activities and initiatives.

In FY 2016, USAID re-defined one of its corporate objectives to underscore the priority that we place on diversity and inclusion. As part of the Administrator's Leadership Council Management System, we established an Agency-level objective and corresponding metric to enhance leadership engagement, support, and accountability in fostering equal employment opportunity (EEO), diversity, and inclusion in the workforce. Agency operating units will be measured on leadership (at all levels of the organization) engagement in EEO, diversity, and inclusion activities.

USAID's Executive Diversity Council (EDC), co-chaired by the Deputy Administrator and the OCRD Director, is comprised of USAID's Bureau and Independent Office Heads and Senior Coordinators for Gender; Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI); and Disabilities in Development who identify opportunities and support priorities related to diversity and inclusion throughout the Agency.

Following the submission of the MD-715 report, the OCRD Director presented to the head of the Agency and the EDC a "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.

OCRD has oversight responsibility for the Agency's Employee Resource Groups (ERG). USAID's senior leadership supports the ERGs and encourages employees to participate in ERG events and activities held throughout the year. The OCRD Director chairs the USAID's Employee Resource Group Leadership Council (ERGLC). The ERGLC provides ERG leaders across the Agency the ability to share ideas, concerns, and practices with OCRD. It further offers ERG leaders and OCRD the opportunity to mutually learn and partner with each other to amplify and strengthen diversity and inclusion at USAID.

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

The Agency's EEO program officials provide regular updates to Agency leadership, managers and supervisors about the status

of the EEO program in their respective area of responsibility.

The Agency's EEO officials meet regular with officials in the Office of Human Capital and Talent Management, the Office of the Chief Information Officer, Office of the Chief Financial Officer and the Office of the General Counsel to coordinate the development and implementation of EEO plans, polices and activities.

OCRD provides assistance to managers and supervisors regarding USAID's EEO programs to the managers and supervisors in Bureaus and Independent Offices (B/IOs). This includes information regarding EEO complaint process, Alternative Dispute Resolution Program, Reasonable Accommodation process, and Anti-harassment Program. OCRD also works with B/IOs on strategies to enhance diversity and inclusion in the workplace.

#### Essential Element D: Proactive Prevention of Unlawful Discrimination

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 conducts self-assessment on a regular bias to monitor progress and identify areas where barriers may exist. The self-assessment involves looking at the ethnicity, race and sex as well as disability profiles of the Agency's workforce by pay plans, occupational categories and operating components.

USAID promotes the use and benefits of the Alternative Dispute Resolution process (ADR) (including in non-EEO matters) and once elected by an employee, an Agency senior leader and other appropriate officials are required to participate.

#### Essential Element E: Efficiency

USAID employs personnel with adequate training to conduct the analyses required by MD-715 and continues to develop its data gathering and technical capabilities.

USAID has a dedicated Reasonable Accommodation Program Manager to process all requests for reasonable accommodation and coordinate with appropriate Agency officials. In addition, the Agency 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 ensures that EEO counselors and investigators receive the required training and provides appropriate notice to complainants and complies with hearing and settlement requirements.

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 basis of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends.

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

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

#### ACCOMPLISHMENTS

USAID's Administrator issued an Executive Message on Promoting a Healthy Work Environment: Preventing and Addressing Toxic Behaviors in the Workplace. As an Agency and as individuals, we work hard every day to improve the lives of people around the world. It is equally important that we put our energy into helping to create a positive and healthy workplace for everyone at USAID, so that we can all do our best work.

In FY 2016, USAID launched its Development Diplomat in Residence (DDIR) Program which aims to recruit and channel talent to USAID. The Agency created and filled two senior leadership positions to help conduct regional outreach and recruitment, particularly targeting under-represented groups, and raising domestic awareness of the role of development in our national security, while broadening support for USAID. The initial DDIR positions are based in California State University, Long Beach (covering Southern California, Hawaii and Nevada) and Morehouse College, Atlanta Georgia (covering Georgia, Tennessee,

Alabama, Mississippi, and Florida).

USAID expanded the number of Employee Resource Groups (ERGs) to 15 with the addition of the Arab-Americans in Foreign Affairs Agency (AAIFAA) and Returned Peace Corps Volunteers (RPCVs@AID). ERGs are indispensable to strengthening workplace inclusion. The Agency supports and partners with ERGs to engage and empower employees to best advance the Agency's commitment to an inclusive and diverse workforce. 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; and provide informal mentoring and additional opportunities for personal and professional development.

The Agency expanded its special emphasis program to include Irish American Heritage Month, Arab American Heritage Month, and Days of Remembrance -- Holocaust Survivors. This reflected USAID's commitment to foster equal opportunity, diversity, and inclusion within our agency and in our work.

At USAID, we refer to OPM's New IQ Index (inclusion metric) as USAID's Leadership Effectiveness Index (LEI); it reflects input from across our entire workforce. The Agency's FY 2016 LEI score reflects the dedicated efforts the Agency has placed on this metric. At 67 percent, the 2016 LEI is a two-percentage point increase over our 2015 LEI score of 65 percent. In addition, USAID's LEI score for 2016 was significantly above the government-wide average score of 58 percent.

USAID continued its Donald M. Payne International Development Fellowship Program. The Payne Program is administered in partnership with Howard University as a means to attract outstanding young people who are interested in pursuing careers in the Foreign Service. The Program encourages members of minority groups who have been historically underrepresented in international development careers and those with financial need to apply.

USAID delivered on-going EEO, diversity, and inclusion workshops and training for employees, including managers and members of the Agency's ERGs. The workshops and training are tailored and delivered to operating units and overseas missions based on specialized needs.

The agency also conducted Crucial Conversations trainings, where employees learned new skills to have open and honest conversations with management and co-workers from all walks of life. The ability to speak effectively and be heard when the issues are high-stake, risky, or emotional is crucial to the Agency's line of work.

In FY 2016, USAID expanded training efforts in DC and at overseas Missions. The Agency held multiple EEO and diversity and inclusion sessions in El Salvador, Honduras, Guatemala, Thailand and Indonesia.

In FY 2016, USAID launched a pilot Diversity and Inclusion Dialogue Program (DIDP), a facilitated dialog process in which small groups of employees come together in an open, non-judgmental and comfortable environment to discuss differences based on many dimensions of diversity that are brought into the workplace on a daily basis. USAID also conducted multiple Vital Smarts Crucial Conversations and Franklin Covey Working at the Speed of Trust trainings for Bureaus and Independent Offices.

USAID played a crucial role in ensuring that Applicant Flow Data (AFD), tracked by Monster Government Solutions (MGS), is reliable and consistent with the Office of Management and Budget (OMB) and the EEOC guidelines.

As a member of the National Security Workforce (NSW), USAID served as a model for other members and collaborated in the development of 2016 Presidential Memorandum – Promoting Diversity and Inclusion in the National Security Workforce.

#### WORKFORCE DEMOGRAPHICS

USAID's MD-715 report contains three separate sets of data tables. USAID's U.S. Direct Hire (USDH) workforce is comprised of Civil Service employees and Foreign Service Officers. Due to distinct differences in these service types, we conducted analyses on USAID's total USDH workforce and disaggregated by service type. The first set of data tables includes all USDH, the second set covers Civil Service (CS) employees, and the third set covers Foreign Service (FS) employees.

USAID used the 2010 EEO National Civilian Labor Force (NCLF) statistics from the Census Bureau's American Community Survey as the basis of comparison for USAID's Civil Service and Foreign Service workforce. The 2010 EEO Relevant Civil Labor Force (RCLF) statistics served as the basis of comparison for USAID's Civil Service and Foreign Service major occupations.

Civil Service and Foreign Service employees work in a broad array of professional, technical, scientific, managerial, and operational fields in the United States and abroad to advance U.S. foreign policy. As of September 30, 2016, the agency's total workforce included 3,432 permanent and 457 temporary USDH employees. Most temporary employees serve in Foreign

Service Limited positions that are time-limited appointments and fluctuate with the short-term needs of the Agency.

USAID continues its priority to achieve a U.S. workforce that looks like America--the overall benchmark is the National Civilian Labor Force (NCLF): Since 2010, USAID has increased its permanent U.S. Direct Hire (USDH) workforce representation of historically underrepresented groups.

As of September 30, 2016, the agency's permanent workforce included 3,432 permanent U.S. Direct Hire (USDH) Civil Service and Foreign Service employees.

#### Summary of Overall Workforce Representation

##### Black/African American representation:

- Black/African American representation increased by 0.86 percent from Fiscal Year (FY) 2010 to 22.38 percent at the end of FY 2016, exceeding the corresponding NCLF representation of 12.02 percent.
- In the Foreign Service (FS), Black/African American representation increased by 2.77 percent from 9.84 percent in FY 2010 to 12.61 percent in FY 2016.
- In the Civil Service (CS), Black/African American representation decreased by 3.56 percent from 37.34 percent in FY 2010 to 33.78 percent in FY2016.

##### Asian American representation:

- Asian American representation increased by 1.54 percent from FY 2010 to 7.81 percent at the end of FY 2016, exceeding the corresponding NCLF level of 3.90 percent.
- In the FS, Asian American representation increased by 1.41 percent from 6.65 in FY 2010 to 8.06 percent in FY 2016.
- In the CS, Asian American representation increased by 1.73 percent from 5.78 percent in FY 2010 to 7.51 percent in FY 2016.

##### Hispanic/Latino representation:

- Hispanic/Latino representation increased by 2.20 percent from FY 2010 to 5.74 percent at the end of FY 2016, below the corresponding NCLF level of 9.96 percent.
- In the FS, Hispanic/Latino representation increased by 2.18 percent from 3.39 percent in FY 2010 to 5.57 percent in FY 2016
- In the CS, Hispanic/Latino representation increased by 2.33 percent from 3.60 percent in FY 2010 to 5.93 percent in FY 2016.

##### Native Hawaiian/Pacific Islander representation:

- Native Hawaiian/Pacific Islander representation increased by 0.03 from FY 2010 to 0.03 percent in FY 2016, below the NCLF rate of 0.14 percent.
- In the FS, Native Hawaiian/Pacific Islander representation remained at 0.00 percent.
- In the CS, Native Hawaiian/Pacific Islander representation increased by 0.06 percent to 0.06 percent in FY 2016.

##### American Indian/Alaska Native representation:

- American Indian/Alaska Native representation increased by 0.13 percent from FY 2010 to 0.58 percent in FY 2016, below the NCLF rate of 1.08 percent.
- In the FS, American Indian/Alaska Native representation increased by 0.27 percent to 0.60 percent in FY 2016.
- In the CS, American Indian/Alaska Native representation decreased by 0.04 percent to 0.57 percent in FY 2016.

##### Women representation:

- The representation of women increased by 0.58 percent from FY 2010 to 53.58 percent at the end of FY 2016, above the corresponding NCLF level of 48.14 percent.
- In the FS, the representation of women increased by 1.95 percent from 46.16 percent in FY 2010 to 48.11 percent in FY 2016.
- In the CS, the representation of women decreased by 2.21 percent from 62.18 percent in FY 2010 to 59.97 percent in FY 2016, although still considerably above the NCLF.

##### Senior Executive Service Corps (Executive Service, Scientific and Senior Level Positions) representation:



- Minorities comprised 37.78 percent of USAID's Senior Executive Service (SES) corps, 16.18 percent above the corresponding Relevant Civilian Labor Force (RCLF) rate for officials and managers of 21.60 percent.
- Black/African American representation was 22.22 percent, above the RCLF rate of 8.80 percent.
- Asian American representation was 6.67 percent, above the RCLF rate of 4.10 percent.
- Hispanic/Latino representation was 8.89 percent, above the RCLF rate of 7.10 percent.
- Native Hawaiian/Pacific Islander was 0.00 percent, below the RCLF rate of 0.20 percent.
- American Indian/Alaska Native representation was 0.00 percent, below the RCLF rate of 0.80 percent.
- Women comprised 44.44 percent of USAID's SES corps, 0.54 percent above the corresponding RCLF rate for officials and managers of 43.90 percent.

#### Senior Foreign Service representation:

- Minorities represented 14.44 percent of the Senior Foreign Service (SFS), 7.16 percent below the corresponding RCLF rate for officials and managers of 21.60 percent.
- Black/African American representation was 7.95 percent, below the RCLF rate of 8.80 percent.
- Asian American representation was 3.41 percent, below the RCLF rate of 4.10 percent.
- Hispanic/Latino representation was 3.41 percent, below the RCLF rate of 7.10 percent.
- Native Hawaiian/Pacific Islander was 0.00 percent, below the RCLF rate of 0.20 percent.
- American Indian/Alaska Native was 0.00 percent, below the RCLF rate of 0.80 percent.
- Women represented 45.56 percent of the SFS, 1.46 percent above the corresponding RCLF rate for officials and managers of 43.90 percent.

#### EMPLOYEES WITH DISABILITIES

The representation of Individuals with a Disability increased by 0.95 percent from 3.74 percent in FY 2010 to 4.69 percent in FY 2016. This compares to the Federal government-wide representation of 8.99 percent. The representation of employees with a Targeted Disability increased modestly from 0.41 in FY 2010 to 0.76 percent in FY 2016. The Agency continues to focus recruitment outreach activities to increase the representation of individuals with targeted disabilities.

In the FS, the representation of Individuals with a Disability increased by 0.66 percent from 1.56 percent in FY 2010 to 2.22 percent in FY 2016. In the CS, the representation of Individuals with a Disability increased by 0.92 percent from 6.66 percent in FY 2010 to 7.58 percent in FY 2016.

In FY 2016, 5.78 percent of all new hires were individuals with disabilities, exceeding the Agency's 3 percent goal pursuant to Executive Order 13548.

#### OPPORTUNITIES FOR IMPROVEMENT

Although the Agency has made strides in diversifying its workforce, three overarching challenges remain:

1. Underrepresentation of Hispanics in both the Civil Service and Foreign Service.
2. Underrepresentation of Individuals with a Targeted Disability.
3. Underrepresentation of Black/African Americans, Asian Americans, and Hispanics in select major occupations (positions that are mission critical and encumbered by a large number of employees) in both the Civil Service and Foreign Service:
  - Health-related occupations: Black/African American males and females and Hispanic males in the Civil Service and Black/African American and Hispanic males in the Foreign Service
  - Contracting occupation: Hispanic males in the Civil Service
  - Democracy, Crisis, Stabilization, and Governance occupation: Black/African American and Hispanic females and Hispanic and Asian males in the Foreign Service
  - Program/Project Development occupation: Females in the Foreign Service and Hispanic and Asian males in the Civil Service.
  - Auditing occupation: Hispanic and Asian females in the Civil Service
  - Management and Program Analysis occupation: Hispanic and Asian males in the Civil Service

USAID will continue to advance programs and collaborate with stakeholders to address the noted challenges.

<b>EEOC FORM 715-01 PART F</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>Agency for International Development</b>	<b>For period covering October 1, 2015 to September 30, 2016</b>

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

I, Director, Office of Civil Rights and Diversity Maria Price Detherage 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, 2015 to September 30, 2016			
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>11/30/2015</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		USAID will re-issue its EEO policy statement within 6 - 9 months of the installation the Acting Administrator.
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			Employees are notified of penalties for unacceptable behavior in various EEO trainings, Anti-harassment trainings. The penalties for unacceptable behavior are also outlined in the USAID Automated Directives System.
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			



<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION</b> <b>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.</b>					
Agency for International Development		For period covering October 1, 2015 to September 30, 2016			
Compliance Indicator	<b>The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.</b>	Measure has been met			<b>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</b>
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	<b>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.</b>	Measure has been met			<b>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</b>
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			

Agency for International Development		For period covering October 1, 2015 to September 30, 2016			
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			
<b>Compliance Indicator</b>	<b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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		USAID is conducting an EEO program assessment including allocated resources and will prepare a plan based on the findings.
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			
<b>Compliance Indicator</b>		<b>Measure has been met</b>			

Agency for International Development		For period covering October 1, 2015 to September 30, 2016			
Measures	The agency has committed sufficient budget to support the success of its EEO Programs.	Yes	No	N/A	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

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.

Agency for International Development

For period covering October 1, 2015 to September 30, 2016

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	N/A. There were no findings over the last two years. See attached USAID 462 Report.
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			

<b>Essential Element D: PROACTIVE PREVENTION</b> <b>Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.</b>					
<b>Agency for International Development</b>		<b>For period covering October 1, 2015 to September 30, 2016</b>			
<b>Compliance Indicator</b>	<b>Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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			
<b>Compliance Indicator</b>	<b>The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
Are all employees encouraged to use ADR?		X			
Is the participation of supervisors and managers in the ADR process required?		X			

<b>Essential Element E: EFFICIENCY</b> <b>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.</b>					
<b>Agency for International Development</b>		<b>For period covering October 1, 2015 to September 30, 2016</b>			
<b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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			
<b>Compliance Indicator</b>	<b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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:					
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, 2015 to September 30, 2016			
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			
<b>Compliance Indicator</b>	<b>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.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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		See Part H.
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?			X		As a result of quality and timeliness issues with contracted FADs, OCRD is no longer utilizing external resources to draft FADs. All FADs are now prepared in house.
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			
<b>Compliance Indicator</b>	<b>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.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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, 2015 to September 30, 2016			
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 agency ensure that the responsible management official directly involved in the dispute does not have settlement authority?			X		Responsible Management Officials directly involved in the dispute may have settlement authority when the redress is within their delegated authority. Otherwise, a higher level manager will be involved.
<b>Compliance Indicator</b>	<b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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		USAID is conducting an EEO program assessment including allocated resources and will prepare a plan based on the findings.
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			

Agency for International Development		For period covering October 1, 2015 to September 30, 2016				
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X				The Agency tracks recruitment efforts. Also see Part H—addressing applicant flow data.
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				
<b>Compliance Indicator</b>	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	
<b>Measures</b>		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				

<b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b> 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, 2015 to September 30, 2016



Agency for International Development		For period covering October 1, 2015 to September 30, 2016			
<b>Compliance Indicator</b>	<b>Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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			
<b>Compliance Indicator</b>	<b>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.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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			
<b>Compliance Indicator</b>	<b>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.</b>	<b>Measure has been met</b>			<b>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</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
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.					
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, 2015 to September 30, 2016			
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

<b>EEOC FORM 715-01 PART H-1</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>Agency for International Development</b>	<b>For period covering October 1, 2015 to September 30, 2016</b>	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Time frame to conduct investigations exceeds established guidelines.	
OBJECTIVE:	Complete investigations within the applicable prescribed time frame.	
RESPONSIBLE OFFICIAL:	Dispute Intake and Resolution Team Lead, Office of Civil Rights and Diversity	
DATE OBJECTIVE INITIATED:	9/1/2015	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
Coordinate with new contractors to streamline the investigation process and the issuance of Report of Investigations (ROIs) to meet the applicable prescribed time frames.		
TARGET DATE: 10/01/2017		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
USAID changed service providers and selected two new contractors to conduct investigations and prepare Report of Investigations.		
<b>EEOC FORM 715-01 PART H-2</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>Agency for International Development</b>	<b>For period covering October 1, 2015 to September 30, 2016</b>	

<p>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</p>	<p>USAID believes that the collection and evaluation of applicant flow data (AFD) is essential to promoting equal employment opportunity and a diverse workplace. AFD helps determine whether an agency's applicant pool is sufficiently diverse or if there are any policies or practices that result in barriers to equal opportunity in hiring. AFD helps determine whether individuals are not being hired because they are not represented in the pool of qualified applicants or whether there is some hiring policy or practice. USAID seeks to recruit from a diverse, qualified group of potential applicants to secure a high-performing workforce drawn from all segments of American society. To achieve this goal, USAID identified the following actions</p> <ul style="list-style-type: none"> <li>• Provide ongoing trainings to equip hiring managers with the ability to be accountable, measure results, refine approaches on the basis of such data, and institutionalize a culture of equal employment opportunity.</li> <li>• USAID utilizes the AFD captured by USAJobs.gov (USAJobs). USAJobs is the official source for Federal government job listings throughout the United States as well as abroad.</li> <li>• USAID uses special hiring mechanisms (such as Schedule A) to fill select jobs and opportunities. USAID will work with the Disability Employment Manager to track and analyze applicants with disabilities [Schedule A(u)] not captured by USAJobs.</li> <li>• USAID is actively monitoring the number of applications submitted through USAJobs. USAID's Office of Civil Rights and Diversity and Office of Human Capital and Talent Management are working in tandem to capture consistent and reliable statistics.        Analysis of Initial Applicant Pool Data USAID analyzes AFD data to identify opportunities where the Agency can enhance and diversify its applicant pool. USAID uses the strategies below to examine applicant flow data:       <ul style="list-style-type: none"> <li>• Disaggregate the data by service type (Civil Service, Foreign Service, Senior Executive Service) and employment type (permanent, temporary).           <ul style="list-style-type: none"> <li>• Evaluate the diversity of applicant pools to determine if outreach efforts are reaching all segments of society.</li> <li>• Measure applicant flow data by pay grades, major occupations and race/gender/disability categories to determine whether applicant pools are reflective of the relevant civilian labor force (CLF).</li> </ul> </li> </ul> <p>Currently, USAID reviews applicant data from USAJobs quarterly by race, ethnicity and gender. The Agency is working on disaggregating the data by service type (Civil Service, Foreign Service, Senior Executive Service), employment type (permanent and temporary) and USAID major occupations. Evaluation of Diversity of Eligible Applicants USAID is creating a standard operating procedure (SOP) to ensure that hiring officials are assigning a disposition for applicants at each stage in the selection process. This will enable USAID to determine stages where the representation rates change.</p> <ol style="list-style-type: none"> <li>1. Identify applicants who meet the minimum qualifications</li> <li>2. Identify applicants who are among the best qualified (BQ)</li> <li>3. Identify applicants that are sent to the hiring manager for further consideration</li> <li>4. Identify applicants that are selected for an interview</li> <li>5. Identify applicants that are offered a position</li> <li>6. Identify applicants that accept the employment offer</li> </ol> <p>USAID has the capabilities to track applicants that were qualified and selected; however, applicants interviewed are not always recorded by hiring officials. Also, USAID does not consistently record offers extended but not accepted or onboarded.</p> </li> </ul>
<p>OBJECTIVE:</p>	<p>Continue to collect demographic statistics on applications received for vacancies; establish SOPs; provide corresponding training; evaluate and validated Applicant Flow data.</p>
<p>RESPONSIBLE OFFICIAL:</p>	<p>Director, Office of Civil Rights and Diversity (OCRD) Director, Human Capital Services Center (HCSC)</p>

DATE OBJECTIVE INITIATED:	10/1/2015
TARGET DATE FOR COMPLETION OF OBJECTIVE:	9/30/2017
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	
<p>The Office of Human Capital and Talent Management and the Office of Civil Rights and Diversity will work with managers and supervisors involved in recruitment and hiring activities on outreach efforts to all segments of society.</p> <p>TARGET DATE: 5/15/2016</p>	
<p>The Office of Human Capital and Talent Management and Office of Civil Rights and Diversity will work with managers and supervisors involved in recruitment and hiring activities on outreach efforts to all segments of society.</p> <p>TARGET DATE: 6/15/2016</p>	
<p>The Office of Civil Rights and Diversity will work with the Disability Employment Manager to develop a standard operating procedure to accurately and consistently track and analyze applicants with disabilities [Schedule A(u)] not captured by USAJobs.</p> <p>TARGET DATE: 6/30/2017</p>	
<p>The Office of Civil Rights and Diversity (OCD) and the Office Of Human Capital and Talent Management (HCTM) will created a workgroup to develop a system and strategy to collect accurate and consistent applicant flow data.</p> <p>TARGET DATE: 9/30/2016</p>	
<p>The Office of Human Capital and Talent Management and Office of Civil Rights and Diversity will review applicant flow data on agency Presidential Management Fellows to determine whether applicant pools are reflective of the relevant civilian labor force (RCLF)</p> <p>TARGET DATE: 8/1/2017</p>	
<p>The Office of Human Capital and Talent Management will work with hiring officials to ensure that they are consistently and correctly using the automated Applicant tracking system.</p> <p>TARGET DATE: 9/30/2018</p>	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>Currently, the Agency is working on disaggregating the data by service type (Civil Service, Foreign Service, Senior Executive Service), employment type (permanent and temporary) and USAID major occupations. The Agency is also creating a standard operating procedure (SOP) to ensure that hiring officials are assigning a disposition for applicants at each stage in the selection process. This will enable USAID to determine stages where the representation rates change.</p> <ol style="list-style-type: none"> <li>1. Identify applicants who meet the minimum qualifications</li> <li>2. Identify applicants who are among the best qualified (BQ)</li> <li>3. Identify applicants that are sent to the hiring manager for further consideration</li> <li>4. Identify applicants that are selected for an interview</li> <li>5. Identify applicants that are offered a position</li> <li>6. Identify applicants that accept the employment offer</li> </ol> <p>USAID led efforts to ensure that Applicant Flow Data (AFD), tracked by Monster Government Solutions (MGS), is reliable and consistent with the Office of Management and Budget (OMB) and the Equal Employment Opportunity Commission (EEOC) guidelines.</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, 2015 to September 30, 2016	
<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 are low participation rates for Hispanics in the total workforce and major occupations compared to the Relevant Civilian Labor Force (RCLF). Table A1 shows less than expected representation of Hispanic males and females in the CS and FS overall workforce. Hispanic males represent 2.90 % of the CS permanent workforce and 3.87% of the temporary workforce. Hispanic females represent 3.03% of the CS permanent workforce and 4.52% of the temporary workforce. Hispanic males represent 2.92% of the FS permanent workforce and 1.66% of the temporary workforce. Hispanic females represent 2.65% of the FS permanent workforce and represent 0.99% 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 Contracting (1102) series is 1.99% compared to an occupational CLF of 3.29%. The representation of Hispanic females in the Miscellaneous Administration and Program (0301) series is 2.39 % compared to an occupational CLF of 5.87%. The representation of Hispanic females in the permanent CS Public Health Program Specialist (0685) series is 2.78% compared to the occupational CLF 3.02%. The representation of Hispanic males and females in all Foreign Service major occupations is less than the corresponding Occupational</p>	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>A review of workforce data indicates that Hispanics are below the Relevant Civilian Labor Force percentage and the Federal average in several categories.</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>A review of workforce data indicates that Hispanics are below the Relevant Civilian Labor Force percentage and the Federal average in several categories.</p>	
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Once potential barriers have been identified, implement action plans to eliminate them.</p>	
<p>RESPONSIBLE OFFICIAL:</p>	<p>Director, Office of Civil Rights and Diversity (OCD) Director, Office of Human Capital and Talent Management.</p>	
<p>DATE OBJECTIVE INITIATED:</p>	<p>9/30/2015</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>9/30/2020</p>	
<p>EEOC FORM 715-01 PART I-1</p>	<p>EEO Plan To Eliminate Identified Barrier</p>	

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
<p>USAID recently launched the Career Candidate Corps (C3) program. The C3 Foreign Service workforce. This Program seeks qualified junior professionals and a limited number of mid-level professionals who want to make a long-term career commitment to international development.</p> <p>USAID will engage in strategic recruitment activities to attract Hispanics and other underrepresented groups to join the Career Candidate Corps and pursue a career in the Foreign Service.</p>	09/30/2017
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>USAID established a Development Diplomat in Residence (DDIR) Program which aims to recruit and channel talent to USAID by placing senior USAID officials at U.S. universities and colleges who will conduct regional outreach and recruitment, particularly targeting under-represented groups, and raise domestic awareness of the role of development in our national security, while broadening support for USAID.</p> <p>California State University Long Beach (CSULB) was selected by USAID as one of the DDIR Program locations based on the highly diverse student population of over 75 percent minorities, of which 39 percent are of Hispanic, and the proximity to other highly diverse universities and institutions. The DDIR is located on the CSULB campus in order to establish good working relationships and build intellectual goodwill, interest, and rapport among thought leaders and potential employment candidates, including college faculty and post-graduate international development scholars.</p> <p>USAID continued to participate on workgroups to advance workforce diversity and inclusion, including the Hispanic Council on Federal Employment and the National Security Workforce (NSW) Interagency Work Group for promoting diversity and inclusion in the NSW. USAID planned, in collaboration with over 15 other agencies, a virtual career fair to reached applicant from all walks of life and also minorities across the Nation.</p> <p>USAID expanded outreach and recruitment efforts to HSIs to increase the employment of Hispanics at the agency including participation in the CSULB Information Session, Whittier College Information Session, California State University Information Session (Long Beach/Fullerton, CA), Hispanic National Bar Association Career Fair, and the League of United Latin American Citizens (LULAC). During the LULAC event, USAID held multiple information sessions on the Agency's Pathways Programs, the Donald Payne Fellowship Program, and Civil Service and Foreign Service career opportunities.</p> <p>USAID also continued to partner with several area high schools with large minority student populations to expose the students to USAID's mission and careers and federal employment, generally. For example, the Agency has a partnership with Don Bosco Cristo Rey High School and employs students in their corporate works study program, and students from the School Without Walls High School attend and participate in USAID Special Emphasis commemorative events.</p>	

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, 2015 to September 30, 2016	
<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>Table B1- Total Workforce- Distribution by Disability: Table B1 shows low participation of PWTDD, representing 0.80% of the overall workforce (0.76% in the permanent workforce and 1.09% in the temporary workforce) compared to a federal high of 2.00% among all agencies. Among CS permanent employees, PWTDD represent 1.52% and among Foreign Service (FS), the representation at 0.11% participation rate. Table B3- Occupational Categories- Distribution by Disability: Although the majority of CS and FS PWTDD 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>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>		<p>A review of workforce data showed that the representation of PWTDDs was below the Federal High.</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>There is less than expected representation of people with targeted disabilities (PWTDD) in the Civil Service (CS) and Foreign Service (FS) workforce. A review of the MD715 data tables revealed the potential barrier.</p>	
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>		<p>USAID will conduct a more in-depth regarding the underrepresentation of People with Disabilities (PWD) in the Foreign Service.</p>	
<p>RESPONSIBLE OFFICIAL:</p>		<p>Director, Office of Civil Rights and Diversity (OCRD) Director, Office of Human Capital and Talent Management.</p>	
<p>DATE OBJECTIVE INITIATED:</p>		<p>09/30/2015</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>		<p>09/30/2020</p>	
EEOC FORM 715-01 PART I-2		EEO Plan To Eliminate Identified Barrier	
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p>		<p>TARGET DATE (Must be specific)</p>	



<p>Develop and implement a new Outreach and Recruitment strategic plan.</p> <p>Ensure roles and responsibilities associated with the hiring process are sufficiently defined and staffed to improve hiring opportunities for all underrepresented groups, including PWTD.</p> <p>Provide more prescriptive and consistent guidance about the use of Special Hiring Authorities and Reasonable Accommodations.</p> <p>Re-evaluate the Foreign Service career path and structure to ensure that it enables employees to contribute to their full potential.</p> <p>Increase visibility of the services OCRD provides to employees and managers.</p> <p>Provide employees with the skills and knowledge required to create a culture that embraces diversity and inclusion and provides equal employment opportunity.</p> <p>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.</p> <p>Partner with disability advocates and schools, including Gallaudet University, to promote USAID as an employer of choice. Require mandatory training on recruiting and hiring PWTD for all management officials. Training will include information about USAID's current hiring goals, special hiring authorities (including Schedule A), Reasonable Accommodation (RA), assistive technology programs, advancement and retention strategies for PWTD, and a certification process for SPCs and DPMs.</p> <p>Assess staffing flexibilities and special hiring authorities.</p>	<p>09/30/2020</p>
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**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

The representation of Individuals with a Disability increased by 0.95 percent from 3.74 percent in FY 2010 to 4.69 percent in FY 2016. This compares to the Federal government-wide representation of 8.99 percent.

The representation of employees with targeted disabilities increased modestly from in 0.41 in FY 2010 to 0.76 percent in FY 2016.

In the FS, the representation of Individuals with a Disability increased by 0.66 percent from 1.56 percent in FY 2010 to 2.22 percent in FY 2016.

In the CS, the representation of Individuals with a Disability increased by 0.92 percent from 6.66 percent in FY 2010 to 7.58 percent in FY 2016.

In FY 2016, 5.78 percent of all new hires were individuals with disabilities, exceeding the Agency's 3 percent goal pursuant to Executive Order 13548.

The Agency continues to focus recruitment outreach activities to increase the representation of individuals with targeted disabilities.

USAID increased the hiring of individuals with disabilities by 0.70 % from FY 2015 to FY 2016. This allowed USAID to on board ~22 new hires (permanent and temporary) with disabilities in FY 2016 at 10.18%. In FY 2016, we also recorded an all-time high for individuals hired under the Schedule A (u) hiring authority, by using this authority 26 times for full time, permanent appointments and five temporary appointments. Three of these hires have identified a targeted disability.

The agency expanded the centrally funded Employment for People with Disabilities (EPWD) Program launched in 2013. Four employees participated in the FY 2016 EPWD Program: a

GS-09 Executive Assistant in the Office of Faith Based and Community Initiatives, currently onboard and three pending selection and security; a GS-09 Administrative Management Specialist, in the Bureau for Asia; a GS-09 Program Specialist, in the LGBTI Office; and a GS-09 Communications Specialist, in the Bureau for Legislation and Public Affairs. The Disability Employment Program Manager (DEPM) actively seeks permanent placements for program participants. At the end of the FY 2015 program, 75% of EPWD participants were offered permanent or temporary positions in USAID.

In FY 2016, the number of EPWD Program participants was 127 (which went up by 0.05% from 2015). The number of permanent hires in 2016 is 17. The percentage related to the total number of hires is 9.29%.

#### Outreach and Recruitment

In FY 2016, USAID targeted outreach to organizations and events that had a wide reach in the disability community. USAID partnered with U.S. Department of State to provide USAID information and promotional items to over 2,000 attendees at the 31st Annual International Technology and Persons with Disabilities Conference. USAID employees volunteered to help staff the Equal Opportunity Publication's Career Expo for People with Disabilities in May 2016 at the Ronald Reagan Building in Washington, DC to promote the agency's career opportunities. In addition, for the first time ever, USAID sponsored an exhibit hall table the National Association of the Deaf (NAD) National Conference. A board member of the USAID Employees with Disabilities Employee Resource Group attended the NAD conference on behalf of the Agency. The USAID representative spoke with over a hundred NAD conference attendees and distributed information and materials to many more.

USAID continued its partnership with George Washington University's Career Center, focusing on students with disabilities interested in international development fields and hosted an information and mentoring session. Ten students and alumni participated in the information session in which employees from USAID's Bureaus for Economic Growth, Education, Environment (E3) and Bureau for Democracy Conflict and Humanitarian Assistance (DCHA) and a Foreign Service Officer highlighted the impactful work of the Agency. The participants were then paired with USAID employees with similar backgrounds to have a one-on-one mentoring session.

#### Internal And External Communications

The DEPM routinely conducts briefings at Senior Staff and Expanded Senior Staff meetings, Administrative Management Officer meetings, and Human Capital and Talent Management meetings to ensure USAID employees and hiring managers are aware of the Schedule A(u) hiring authority.

#### Training and Education

The USAID New Employee Orientation was revised in FY 2016 to provide new employees with brief videos addressing disability etiquette, information on the Schedule A(u) hiring authority for people with disabilities, Veterans hiring authorities, and outreach opportunities to recruit for individuals and veterans with disabilities.

#### Reasonable Accommodations

The Agency prioritized and implemented necessary enhancements to the Agency's reasonable accommodation program. Specifically, we assigned a dedicated program manager to oversee the Agency's ongoing compliance with applicable statutes and regulations and revised policies and protocols to centralize and streamline accommodation processing and decision-making. These efforts reduced the average time to process reasonable accommodation requests by nearly 73 percent, while overall requests increased by 287%. In addition, to address the workload increase and ensure continued program effectiveness, including accountability, oversight, and transparency, we are currently implementing a new reasonable accommodation case management system.

<b>EEOC FORM 715-01 PART I-3</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>Agency for International Development</b>	<b>For period covering October 1, 2015 to September 30, 2016</b>	
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>  Provide a brief narrative describing the condition at issue.  How was the condition recognized as a potential barrier?	Underrepresentation of Black/African Americans, Asian Americans, and Hispanics in select major occupations (positions that are mission critical and encumbered by a large number of employees) in both the Civil Service and Foreign Service.	
<b>BARRIER ANALYSIS:</b>  Provide a description of the steps taken and data analyzed to determine cause of the condition.	Reviewed and analyzed demographic data on USAID's Civil Service Major Occupations and Foreign Service Backstops.  The Agency recognizes underrepresentation of: <ul style="list-style-type: none"> <li>• Asians (females and males) and Hispanic females in the 0301 Miscellaneous Administration &amp; Program field;</li> <li>• Hispanics (females and males) and Black males in 340 Program Management field;</li> <li>• Asians (females and males) and Hispanic males in the 0341 Administrative Officer field;</li> <li>• Asian females in the 0511 Auditing field;</li> <li>• Blacks (females and males) and Hispanics (females and males) in the 0601 General Health Science and 0685 Public Health Program Specialist fields;</li> <li>• Hispanics (females and males), Black males, and Asian males in Backstop 50 Health Science</li> <li>• Hispanic males in the 1102 Contracting field;</li> <li>• Black and Hispanic females and Hispanic and Asian males in Backstop 76 Democracy, Crisis, Stabilization, and Governance occupation.</li> </ul>	
<b>STATEMENT OF IDENTIFIED BARRIER:</b>  Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	No barrier(s) had been identified as of September 30, 2016.	
<b>OBJECTIVE:</b>  State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	Once potential barriers have been identified, implement action plans to eliminate them.	
<b>RESPONSIBLE OFFICIAL:</b>	Director, Office of Civil Rights and Diversity (OCD) Director, Office of Human Capital and Talent Management.	
<b>DATE OBJECTIVE INITIATED:</b>	09/30/2015	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	09/30/2018	
<b>EEOC FORM 715-01 PART I-3</b>	<b>EEO Plan To Eliminate Identified Barrier</b>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>	<b>TARGET DATE</b> (Must be specific)	

USAID will analyze Applicant Flow Data (AFD), New Hire data, and Separation data to identified potential barriers to equal employment opportunity for major occupations.	9/30/2017
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REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

The representation of Hispanic females in the 0511 Auditing occupational category increased by 1.61% from FY 2015 to 4.17% in FY 2016, surpassing their RCLF representation rate of 3.93%.

The overall representation of women in the 0511 Auditing occupational category increased by 1.77% from FY 2015 to 47.92% in FY 2016.

The representation of Hispanic females in 0301 Miscellaneous Administration & Program occupational category increased by 0.79% from FY 2015 to 2.39% in FY 2016.

The representation of Black males and Asian males in the 0340 Program Management occupational category both increased from 0.00% in FY 2015 to 2.39% in FY 2016.

<b>EEOC FORM 715-01 PART J</b>	<b>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</b>
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<b>Agency for International Development</b>	<b>For period covering October 1, 2015 to September 30, 2016</b>
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<b>PART I Department or Agency Information</b>	1. Agency	1. US Agency for International Development
	1.a. 2nd Level Component	1. a.
	1.b. 3rd Level or lower	1. b.

<b>PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities</b>	Enter Actual Number at the ...	... beginning of FY.		... end of FY.		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	3790	100%	3889	100%	99	2.6 %
	Reportable Disability	182	4.8 %	182	4.7 %	0	0.0 %
	Targeted Disability*	30	0.8 %	31	0.8 %	1	3.3 %
	* 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 %

<b>EEOC FORM 715-01</b>	<b>Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities</b>	
<b>Agency for International Development</b>		<b>For period covering October 1, 2015 to September 30, 2016</b>
<b>Part IV Identification and Elimination of Barriers</b>	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.	
<b>Part V Goals for Targeted Disabilities</b>	<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	<p>USAID's Office of Human Capital and Talent Management identified the following actions:          Ensure roles and responsibilities associated with the hiring process are sufficiently defined and staffed to improve hiring opportunities for all underrepresented groups, including PWTD.          Provide more prescriptive and consistent guidance about the use of Special Hiring Authorities and Reasonable Accommodations.          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 employment opportunity.          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 of choice.          Require mandatory training on recruiting and hiring PWTD for all management officials. Training will include information about USAID's current hiring goals, special hiring authorities (including Schedule A), Reasonable Accommodation (RA), assistive technology programs, advancement and retention strategies for PWTD, and a certification process for SPCs and DPMs.</p>	
Objectives	USAID seeks to recruit and employ qualified people with all types of disabilities. We recognize that solutions to the most challenging development problems require innovation, creativity, and multiple approaches for success.	

<p>Accomplishments</p>	<p><b>Reasonable Accommodations (RA)</b>  The Agency prioritized and implemented necessary enhancements to the Agency's reasonable accommodation program. Specifically, we assigned a dedicated program manager to oversee the Agency's ongoing compliance with applicable statutes and regulations and revised policies and protocols to centralize and streamline accommodation processing and decision-making. These efforts reduced the average time to process reasonable accommodation requests by nearly 73 percent, while overall requests increased by 287%.  USAID is currently implementing a new reasonable accommodation case management system to address increases in RA requests and ensure continued program effectiveness, including accountability, oversight, and transparency.</p> <p><b>Hiring</b>  USAID hired 16 new employees with disabilities in FY 2016 representing a 100 percent increase over the prior fiscal year. FY 2016 also marked a 74 percent increase over FY 2015 in the employment of new hires with disabilities to 6.56 percent. Similarly, the agency increased use of Schedule A(u) hiring authority by 58 percent over FY 2015 to employ 27 persons with disabilities. The agency continued the centrally funded Employment for People with Disabilities (EPWD) Program launched in 2013 to expose the disabled to career experiences through temporary employment with the agency. In FY 2016, USAID sponsored 5 EPWD employees including: (1) GS-09 Executive Assistant; (2) GS-09 Program Specialists; (1) GS-9 Communications Management Specialist; and (1) GS-09 Administrative Management Specialist.  USAID increased the hiring of individuals with disabilities by 0.70 % from FY 2015 to FY 2016. This allowed USAID to on board 22 new hires (permanent and temporary) with disabilities in FY 2016 at 10.18%. In FY 2016, we also recorded an all-time high for individuals hired under the Schedule A (u) hiring authority, by using this authority 26 times for full time, permanent appointments and five temporary appointments. Three of these hires have identified a targeted disability.</p> <p><b>Outreach and Recruitment</b>  In FY 2016, USAID targeted outreach to organizations and events that had a wide reach in the disability community. USAID partnered with U.S. Department of State to provide USAID information and promotional items to over 2,000 attendees at the 31st Annual International Technology and Persons with Disabilities Conference.  USAID staff participated in the Equal Opportunity Publications Career Expo for People with Disabilities in May 2016 at the Ronald Reagan Building in Washington, DC to promote the agency's career opportunities. In addition, for the first time ever, USAID sponsored an exhibit hall table the National Association of the Deaf (NAD) National Conference. A board member of the USAID Employees with Disabilities Employee Resource Group attended the NAD conference on behalf of the Agency. The USAID representative spoke with over a hundred NAD conference attendees and distributed information and materials to many more.  USAID continued its partnership with George Washington University's Career Center, focusing on students with disabilities interested in international development fields and hosted an information and mentoring session. Ten students and alumni participated in the information session in which employees from USAID's Bureaus for Economic Growth, Education, Environment (E3) and Bureau for Democracy Conflict and Humanitarian Assistance (DCHA) and a Foreign Service Officer highlighted the impactful work of the Agency. The participants were then paired with USAID employees with similar backgrounds to have a one-on-one mentoring session.</p> <p><b>Internal And External Communications</b>  The Disability Employment Program Manager routinely conducted briefings at Senior Staff and Expanded Senior Staff meetings, Administrative Management Officer meetings, and Human Capital and Talent Management meetings to ensure USAID employees and hiring managers are aware of the Schedule A(u) hiring authority.</p> <p><b>Training and Education</b>  The USAID New Employee Orientation was revised to provide new employees with brief videos addressing disability etiquette, information on the Schedule A(u) hiring authority for people with disabilities, Veterans hiring authorities, and outreach opportunities to recruit for individuals and veterans with disabilities.</p>
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